

Faculty Senate Minutes
Thursday, September 15, 2016
Alumni House 2:00 -3:30PM

I. Attendance:

John Aleshunas, Robin Assner-Alvey, Larry Baden, Anne Geraghty-Rathert, Gary Glasgow, Ryan Groeneman, Mike Hulsizer, Debbie Psihountas, Gary Renz, Terri F. Reilly, Eric Rhiney, Basiyr Rodney, Joe Sencibaugh, Hemla Singaravelu, Jill Stulce.

II. Minutes:

Minutes for September 1, 2016 Senate meeting were approved.

III. President Stroble & Provost Schuster Presentation

President Stroble & Provost Schuster attended the meeting to present enrollment information, to discuss our current climate, and to introduce Webster's new CFO, Ana Karaman.

Provost Schuster introduced Ana Karaman by saying she was a faculty member who has expertise in finance in the private, state, global arena. He expressed thanks for to the search committee for their work.

President Stroble thanked the Senate and the faculty for their hard work. She cited recent good news including visible markers for new programs, peer assessments, tangible student data, sizable grants, diversity of entering class and increased academic credibility. We still have challenges, but we also need to talk about opportunities. Her role is to meet challenges and to seize opportunities.

President Stroble spoke about community engagement around literacy and social justice as well as the connections to the Webster Groves School District and the local Webster community. She expressed gratitude and thanks to the Senate and said that we need to be partners in making Webster better.

Provost Schuster said that it was extremely important that we endeavor to communicate. He said that the Administration is committed to sharing information in a transparent and timing manner. However, it needs to be a two-way process.

In reporting on current enrollment, he gave the following information on above-budget student enrollment:

- Approx. 33 above in freshmen
- 11 above in transfer
- 98 above in retention
- 142 above overall in undergraduate

In reporting on current enrollment, he said there are challenges and gave the following information on graduate credit hours:

- 1600 credits down in metro on-ground
- 900 credits down in military on-ground
- 200 above in online
- 150 –180 above in greater Webster Groves (Westport and Winghaven) and Gateway.
- 2500 credits down in graduate enrollment (approx.\$1.25 mil enrollment deficit)

Provost Schuster said that we are strategically changing the mix between graduate and undergraduate students to increase undergraduate enrollment. He said that our extended and military sites present tactical challenges. The administration is visiting a number of issues, including our reliance on extended campuses and on-ground programs. We may need more online classes at extended campuses and fewer on-ground locations. This may mean renegotiating or terminating leases.

Provost Schuster said that data will be shared regarding program performance by site, school and program. Webster needs to know how much does it cost to produce 1 credit. We will work with all constituencies to get true costs and compare those costs with peers' costs. Webster needs to know what is working well and what needs to be fixed. This is not only a top-down process. Provost Schuster said he is looking forward to working with the Senate.

Provost Schuster said a tremendous amount of work has gone into program reviews, and site reviews. We have data about the profitability of each site including international campuses. We have data on whether the Webster Groves campus is financially viable without revenue from other campuses. Provost Schuster said the administration will share the data with the faculty.

Provost Schuster said we need to move from data to the compelling story of what make us unique. We need to talk to each other, listen to each other. The administration has listened to faculty concerns (e.g. GMC). We need to be unimpeded in our communication so issues will be addressed, although not all at once. Communication helps ensure we are all on same page.

Provost Schuster said equipment in classrooms was also an important thing that came up last year. The administration plans to address these from last year. The administration is committed to addressing the issues that the Webster community has expressed. Sometimes these are competing issues e.g. across schools, departments, among faculty, and students and other constituents.

Q & A with Senators

Q: Can you provide an update on international campuses?

Provost Schuster said 30% of Webster's undergraduate students are at international campus and 40% of traditional-aged undergraduates are at international campuses. Peter Mayer has been asked to make international data publicly available. Provost Schuster said we need to look at how much the international campuses cost and how much revenue they bring in.

Provost Schuster said initially the Ghana budgets were too optimistic. We have growth, but the goal was to have more students at this time. Currently there are 60 students; the budget at this time was 100

students. There are many reasons why this is so. We offered programs that were not in high demand. In Ghana, Public Health and Nursing are two high value programs that we are partnering with Kent State on.

Provost Schuster said Thailand enrollments are surprisingly strong considering the political situation. Keith Welsh has been praised by faculty and staff for doing good work. There were some challenges with a faculty member in Thailand and Webster needs to be clear that it had nothing to do with the situation.

President Stroble said that the issues of Thailand reflect the reality of the world. We are a global institution that faces those realities, but we are also an American university. Provost Schuster said we are global, but American. Our exposure in Europe is huge.

Q: Is due diligence being practiced regarding our students who study at international sites?

President Stroble said we have communication systems in place. Dr. Karaman said it was a question of how to manage security and protect human life in a global context.

Q: What is our average discount rate?

Provost Schuster said that 2.5 years ago it was 57%, then 54.5%. He said he'll provide exact numbers at the faculty assembly meeting. He said the discount rate this year has paid off well. We got more students and more tuition.

Q: What are our costs?

Provost Schuster said we need to see the broader cost picture for all students, and then fine tune cost analyses by unit. Webster closed sites that were losing money. We still have sites that are marginally profitable. We as a community have to decide if and how we close marginal sites. The question is what is the optimal size and how to incorporate programs that may not have many students but meet the mission of the university?

Q: Will the Faculty be involved in the decision making regarding programs and sites?

Provost Schuster said that the administration can't do it without the faculty but we might not always agree.

Q: And if we don't always agree, then what?

Provost Schuster asked how do we create an atmosphere of trust? Some people who have been expressing their opinions have been working against the organization's interests. We should not make self-righteousness trump the interests of the organization. Renz asked who determines what is best for the organization and how is it determined. This issue could stifle conversations if faculty members think what they say could be viewed as detrimental to the university. Geraghty-Rathert agreed, saying that what the Provost had said was a "fine line."

President Stroble said criticism is designed for all us to get better, but some of it has been highly personal and have been attacks on peoples' reputation. We have to figure out how to be constructive and more respectful. Where do we draw those lines? How do we find ways to be open and honest and also do the critique we've been trained to do?

Q: Provost Schuster asked why some members of the administration have not been invited to the Fall institute.

G. Renz and T. Reilly explained that this is in part due to the absence of an administrative associate and we have spent our time focusing on faculty members and their sleeping arrangements. But, the Senate will invite the Administrative Council and other administrators President Stroble feels should be invited.

Meeting adjourned at approximately 3:40 PM.