

Faculty Senate Minutes

Thursday, May 3, 2018 at the Alumni House, 1:30 PM

I. Attendance

K. Corley, A. Geraghty-Rathert, S. Jensen, D. Psihountas, T. Reilly, G. Renz, E. Rhiney, E. Risik, B. Rodney (via Skype), C. Sagovac, H. Singaravelu, J. Stulce, L. Teeter, P. Witkowski.

II. Old Business

1. The first Faculty Senate meeting of 2018-2019 will be Thursday, June 7, 2018 from 11:30 am to 12:30 pm.
2. A revised Faculty Senate meeting schedule for 2018-2019 was unanimously agreed upon by the Senate:

June 7, 2018	November 8 & 29, 2018	March 21, 2019
August 30, 2018 (avoids convocation)	December 13, 2018	April 4 & 18, 2019
September 13 & 27, 2018	January 17 & 31, 2019	May 2 & 16, 2019
October 11, 2018	February 14 & 28, 2019	

III. New Business

3. President Stroble and Provost & COO Schuster discussed issues with the Senate:

President Stroble explained that she and Provost & COO Schuster wished to be invited to future Senate meetings each month in order to build relationships with the Senators and improve communication. President Stroble said she would like to help set the agenda for the Senate meetings she attends, as well as approve the minutes from those meetings.

President Stroble said she is aware of the fear and anger at Webster and would like address those feelings by creating Implementation Teams that deal with cost management, inefficiencies, and revenue problems (see Attachment A from President Stroble). The teams will come up with suggestions to help solve these problems. She would like to finalize who will be participating on these teams by next mid-week. G. Renz told her he would like the Faculty Senate to appoint faculty members to all of these teams and she agreed.

Several Senators asked questions about the steering committees and implementation team plans. President Stroble explained that the most cost savings for the university would come from not filling positions that are open due to turnover, including faculty positions. Provost & COO Schuster said the plan is to fill 70% of staff openings and 30% of faculty openings as soon as possible.

With respect to the proposed reduction in employer contributions to the 403(b) retirement plans, Provost & COO Schuster said that approximately \$600,000 each year will be saved by reducing the maximum contribution rate from 9.5% to 8%. G.

Renz said the Salary and Fringe Benefit Committee should be involved in any proposed reduction to employer contributions to the 403(b) plan.

The question of how to increase Webster's fundraising was raised by a Senator, who said Webster should focus on what particular donors are interested in, not simply generalized fundraising. President Stroble talked of increasing partnerships so that donations would not be one-time events, but an ongoing relationship.

A Senator expressed his concern that there seems to be no strategy to any of these steering committee and implementation team plans and that nothing is being clearly explained. President Stroble responded by saying that Webster is in the stages of grief and there will be hard days ahead.

When asked why she takes her raises and bonuses, President Stroble said that she gives much of her compensation increases back to Webster through scholarships, matching STL Give amounts, and paying for events. She also said the Board of Trustees makes the compensation decisions on her raises and bonuses.

4. G. Renz said he will meet with Provost & COO Schuster and insist that the Senate or the Senate President approve the faculty members appointed to the implementation teams that will have an effect on academic programs and governance.
5. The chair of the Salary and Fringe Benefits committee, D. Psihountas, described the compensation proposal that the Salary and Fringe Benefit Committee would present to the administration. A Special Faculty Assembly meeting will be held Thursday, May 10, 2018 at 2:00 PM. The Salary and Fringe Benefit Committee will discuss the administration's compensation proposal.
6. The Senate unanimously approved a motion by T. Reilly, seconded by L. Risik, to renew Paul Frazier, Mercedes Stephenson and Ben Brink as contingent faculty members on the Faculty Assembly for two-year terms ending in May 2020.
7. The Committee to Review Faculty needs to replace Robin Assner-Alvey because she is seeking promotion and cannot be on the committee. G. Renz asked the Senators in the Leigh Gerdine College of Fine Arts to think of someone with status who can replace Robin Assner-Alvey.
8. Kelly-Kate Pease (a Faculty Assembly member attending the Senate meeting) said that she had a meeting with all the chairs in the College of Arts and Sciences and they are concerned about the decisions the administration is making regarding academic programs. (See Attachment B) They do not want the administration's strategic plans steering the future of academics, and wants goal-oriented plans to get Webster out of the financial crisis. She said the faculty should consult with the administration before critical decisions are made that affect academic programs. She noted there has been a lack of program-related data, despite repeated requests. K. Pease said she wants all of the implementation teams relating to academics to go before the Faculty Senate and Faculty Assembly with their ideas so that faculty can discuss their recommendations and/or decisions. The Senate unanimously agreed upon motion by J. Stulce, seconded by K. Corley, that they are sympathetic toward the College of Arts and

Science's Chairs' concerns with Webster academic programs and implementation teams.

Meeting Adjourned: 3:34 PM

Appendix A

Webster University Steering Committee

List of Cost Management, Efficiencies and Revenue Generation

Approved Action Items

Cost Management, Efficiencies and Revenue Generation Implementation Teams

Thank you for participating in the community's efforts to generate new revenue producing sources while creating stronger efficiencies and cost-management throughout the network. Below is a list of initiatives to address these three areas as approved by the board of trustees for the FYI9 budget.

The initiatives will be implemented by the team members listed next to each initiative. Where indicated, some initiatives will require volunteers from the community to help implement, track and continue on-going discussions to identify or generate further opportunities.

If you are interested in joining one of these implementation teams, please submit your name and team of interest through the volunteer form on the landing page for this World Classroom forum.

Cost Management		
Voluntary Retirement Incentive Program (VRIP)	Introduce second round of VRIP. Retirement date of June 2019 for participants. Details, savings and feasibility to be investigated by team members	Team Lead: Steve Winter Team: Ken Creehan Finance Representative WSA Representative Faculty Senate Representative *Other Volunteers Needed
Furlough	Furlough Day: one unpaid day for U.S. administrators and staff.	Team Lead: Steve Winter Team: *Volunteers Needed

Professional Services Reductions	Professional Services - Reduce reliance on consultants, outside professional services, or renegotiate contracts (excluding Information Technology).	Team Lead: Maggie Laur, Finance Team: *Volunteers Needed
Software License Reductions	Eliminate redundancies in IT software licenses and renegotiate contracts. Eliminate some licenses due to low demand.	Team Lead: Margie Muthukumar Team: Finance Representative * Volunteers Needed
Reduction of Subscriptions	Subscriptions - Library and Other: Eliminate redundant subscriptions. Trim the use of some subscriptions and databases in the University library. Consolidate department and unit requests for subscriptions	Team for library Team Lead: Eileen Condon Team: Recruited by Eileen Condon Team for "other subscriptions" Team Lead: Maggie Laur Team: *Volunteers Needed
Minor Benefit Reductions	Reduce minor benefits. Reduce or eliminate: cell phone allowances; degree bonuses; bus passes for faculty & staff (benefit for students would remain).	Team Lead: Ken Creehan Team: Steve Winter
Health Insurance Contributions	Reduce Health Insurance Contributions - 75/25 split changing to 70/30 split.	Team Lead: Steve Winter Team: Ken Creehan WSA Representative Faculty Senate Representative
403(b) Match Reduction	403(b) Match: Reduce retirement plan matching from 9.5 to 8.0%.	Team Lead: Steve Winter Team: Finance Representative WSA Representative Faculty Senate Representative
Domestic Campus Reductions	Domestic Campus reductions: review domestic campus operations for reductions and eliminate low performing locations.	Team Lead: Donovan Outten Team: Michael Cottam Steve Winter

		Rita Smith Finance Representative
Lease Management	Leases - for extended domestic campus network. Review key leases up for renewal to reduce costs.	Team Lead: Ken Creehan Team: Donavan Outten Michael Cottam
Position Control Board	Eliminate unfilled positions.	Team Lead: Nancy Hellerud Team: Steve Winter Ken Creehan Academic Deans
Minor Strategic Force Reduction	Linked to campus closures and other personnel changes: eliminate some positions due to campus closures and some recent resignations.	Team Lead: Nancy Hellerud Team: Steve Winter Ken Creehan Academic Deans
Operational Budget Reductions	Reduce various operational expenditures: focus on travel, entertainment, supplies, and other expenses at all U.S. campus sites.	Team Lead: Finance Department Team: Budget officers from each unit

Operational Efficiencies: Main Campus		
Course scheduling	Review of current practices and results; design and implementation of new systems for more efficient scheduling.	Team: * Vo unteers Needed
Small program sustainability	Review of small programs for sustainability-including attention to mission, strategic value, etc.	Team: *Volunteers Needed

Service/Personnel Synergies	Identification of opportunities to share services and personnel among small departments, between offices, or across functional areas.	Team: •Volunteers Needed
Course & Program Duplication	Review of course and program duplication across the curriculum.	Team: *Volunteers Needed
Faculty Load	Faculty load issues: Review of current practices and recommendations of new policies or procedures to improve efficiency as well as equity. Consider increasing faculty loads.	Team: *Volunteers Needed
Operational Efficiencies: International Campuses		
International Campus Cost Reductions and Efficiencies	International Campuses - Reduce costs and improve efficiencies at international campuses. Consider centralized systems to reduce expenses. Review performance of all campuses and establish position replacement control.	Team Leads: Nancy Hellerud Peter Maher Team: Simone Cummings Eric Rothenbuhler International Directors

Revenue Generation		
Academic Programs in New Markets	Academic Programs offered in new markets (existing and new programs offered at extended metro and military sites and online - mostly graduate). Market analysis and implementation plans needed	Team Lead: Michael Cottam Team: Donovan Outten *Volunteers Needed

New & Growing Academic Programs	Academic Programs - New and Growing Programs, graduate and undergraduate. Identify existing programs with potential for further promotion. Use market analysis to identify new programs for all sites and online.	Team Leads: Academic Deans Team: *Volunteers Needed
Academic Program Partnerships	Academic Programs - Partnerships with corporations, community, etc.	Team Leads: Academic Deans Team: Dawn Jensen *Volunteers Needed
Continuing Education	Continuing/Professional Education/Non-Credit Offerings: Develop these to attract more potential students for these additional offerings.	Team Lead: Gary Renz Team: *Volunteers Needed
Event Space Rental	Space Rental - rental of space in STL area (main campus, Gateway, Westport, Wing Haven)	Team leads: Nancy Higgins & Thao Dang-Williams Team: *Volunteers Needed
Vienna Dormitory	Sell Vienna dormitory.	Team Lead: Ken Creehan Team: Others as needed
Webster Groves Property Sale	Sell some residential properties in Webster Groves.	Team Lead: Ken Creehan Team: External assessment as needed
Increased Fundraising	Build fundraising campaigns around the needs of athletics, the chess team, and other key institutional areas.	Team Lead: Patty Arnold Team: Beth Stroble Others as needed

Art Sale -	Sell some pieces from the University's art collection.	Team Lead: Ken Creehan Team: Beth Stroble Tom Lang Gary Passanise Outside experts as needed
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Appendix B

From: Kelly-Kate Pease

Sent: Monday, April 30, 2018 1:29 PM

To: Gary Renz <renzga@webster.edu>

Cc: V. Muthoni Musangali <muthoni08@webster.edu>; Sheila Hwang <hwangsh@webster.edu>; Bruce Umbaugh <bumbaugh@webster.edu>; Janice Palmer <janicepalmer47@webster.edu>; Emily Thompson <thompsem@webster.edu>; Christopher Parr <parrch@webster.edu>; Mary Preuss <mary.preuss@gmail.com>; B. Remy Cross <briancross20@webster.edu>; Lindsey Kingston <lkingston54@webster.edu>; Robin Higgins <robinjefferson85@webster.edu>; Warren Rosenblum <wrosenbl@webster.edu>; Heather Mitchell <hmitchell33@webster.edu>; Jill Stulce <jillstulce02@webster.edu>; Kelly-Kate Pease <peasekk@webster.edu>

Subject: Implementation and Academics

To: Faculty Senate C/O Gary Renz, Faculty President

From: Council of Chairs, College Arts & Sciences

The council of chairs in the College of Arts & Sciences recognizes and appreciates the financial challenges facing the university, and looks forward to collaborating with the administration on the complex issues facing our institution. At the same time, we are greatly concerned that important academic decisions appear to be made outside of the shared governance processes and procedures as delineated in the Webster University Handbook.

Some of the approved action items relating to Operational Efficiencies that are being advanced and implemented by the administratively-appointed University Steering Committee directly impact academics. We urge the Faculty Senate and Assembly to again approach the administration and insist upon the faculty's rightful leadership role. In the spirit of shared governance and the mutual cooperation necessary for success, we would like to build on the hard work of the steering committee. However, it is critical that the administration provide our working groups (appointed by the Faculty Senate—the representative body of the Faculty Assembly) with their understanding of costs and potential savings. Then we can address the academic issues that the steering committee raises. We must also understand how academic "efficiencies" fit in with the overall plan for righting the ship since we do have advisory and consultative roles when it comes to budgetary decisions.

We are open to having representatives who speak reasonably for the administration attend our deliberations; however, important decisions relating to academics are the purview of the faculty. We recognize that we have the responsibility to do the hard work necessary to make the best choices. The

administration also has a responsibility to provide us with the institutional data we need to make those decisions. Perhaps meaningful cooperation in our area of academics will be a step forward to rebuilding trust in other areas in the governance of the university. We welcome the opportunity to discuss this further with the Senate.