

Faculty Senate Minutes
Thursday, July 23, 2020, Via WebEx, 2:30 PM

I. Attendance

K. Armbruster, J. Bohus, V. Brown-Kennerly, E. Fan, T. Foley, E. Goedereis, S. Jensen, J. Lassetter, B. Lynch, S. Mahfood, J. Palmer, M. Preuss, T. Reilly, E. Rhiney, D. Stiles.

II. *Upon motion by E. Goedereis, seconded by M. Preuss, the Senate unanimously approved the minutes of the July 9, 2020 Faculty Senate meeting.*

III. New Business

A. Senior Administration

President Schuster, Vice President Hellerud, John Pyle and Rick Meyer attended this Faculty Senate meeting at the invitation of the Senate to report on updates concerning the Higher Learning Commission reports, fiscal stability and enrollments.

N. Hellerud presented a PowerPoint presentation reporting that on July 1, 2020 she submitted two interim reports to the HLC at their request– one concerning updates regarding Webster University’s Academic Program Review changes and one concerning the university’s financials and enrollments. She does not know when the HLC will get back to the university as it depends on what actions, if any, are determined by the Commission. (*see Attachment A*)

J. Pyle reported that the second of the requested reports submitted to HLC concerning enrollments and finances demonstrated approaches to reach a balanced budget by Fiscal Year 2024.

He went on to report that Webster military and metro campuses continue to decline, yet the main campus has received 3000 applications for the upcoming year. International campuses have received 3500 applications. International students coming to the United States are around 360 applications with the international applications to the Webster Groves campus doubling every year. Graduate applications are around 756 applications, up from 45 last year.

J. Schuster reported on what Webster has done thus far in terms of preserving academic experiences and safety for students, faculty and staff. When the initial shut down occurred, Webster immediately moved international students to alternative housing off campus for those possible. They proceeded with a virtual commencement, started the Task Force with three working groups to guide the university during this time, have moved Fall Break to the end of the Fall 2020 semester, modified operations for Fall 2020 by having on ground, remote and hybrid class choices, and will only have one student per dorm room. At this point, they are working to decide which classes will be offered through which modality. He stated they are trying to follow the best practices for everyone.

Numerous questions were then taken by the administrative representatives from the Senators, including questions regarding requirements to teach face to face and what metrics may be utilized to determine if we need to return to an all distance modality.

President Schuster confirmed that a new draft of the Attestation Form would be forthcoming in the very near future. Its purpose is not intended to shelter the university from risks to faculty and staff, but there will be a mandatory policy stating that if you come to campus, you will fulfill certain requirements. We have taken the advice of the CDC and health professionals. In some instances, we may not be able to accommodate all individual requests, but everyone will be expected to follow the policy. The situation is changing daily and if we had faster responses to testing that would change how we are thinking about things.

Rick Meyer then reported on the budget situation, including that Webster took a loss for FY20 of \$12 million. In FY19, tuition revenue was down \$11.3 million from FY18. From FY18-20, expenses are doing well with a decrease of \$20.6 million.

He went on to explain that in FY21, there will be a loss of tuition and fees due to Covid of \$14 million. If we were to go fully online at this point and have no students on the ground, we would have a deficit of \$21 million.

B. Lynch stated that it is imperative that the Senate and the administration communicate candidly and as often as possible.

The Senate agreed to hold an extraordinary meeting on Thursday, July 30, 2020 at 2:30PM.

The Faculty Senate unanimously approved a motion by K. Armbruster, seconded by T. Reilly, to adjourn this meeting at 3:58PM.

**Interim Reports to the
Higher Learning Commission (HLC)
on 1) Academic Program Review and
2) Finance and Enrollment**

July 23, 2020

Webster
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**Two Interim Reports due 7/1/20: 1) Academic
Program Review; 2) Finance & Enrollment**

- Interim Report Policy/Process
 - Maximum 7 pages of narrative plus appendices
 - Address the issue (timeline, actions, etc.) and provide documentation
- HLC staff review and prepare a written analysis and
 1. May accept the report OR
 2. May require additional reports on the same or related topic OR
 3. May recommend to HLC decision-making bodies that further monitoring, including new interim reports, be required on the same topics identified in the action or on other topics.
 - Further monitoring can be "Routine" (e.g., more interim monitoring/reports) or under "Special Conditions" (e.g., higher level such as "On Notice", a sanction meaning at risk of not meeting a criterion)

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Core Component 4.A – Met with Concerns – Interim Monitoring

4.A.1. The institution maintains a practice of regular program reviews.

4.A. 2-6 are okay.

“Although pieces are in place for program review, there is currently no formalized systematic process, schedule for rotation, common practice for storing longitudinal data, or established benchmarks/standards for those evaluations/reviews. By July 1, 2020 Webster University should demonstrate the development and preliminary implementation of a regular schedule of academic program review by all programs.

The following are elements of such a process. Webster should:

- Identify clear goals/expectations for program review for both the faculty and evaluators,
- Identify what committee is responsible for the program review process,
- Connect the program review process to academic program assessment,
- Tie program review results/outcomes to the strategic planning/budget process.”

Interim Report on Academic Program Review

- 7 page report submitted by 7/1/20 (plus appendices, almost all documents from the Academic Program Review website)
 - Thanks to APR Committee and deans for review
 - Will be posted on APR website
- Shows how we have met the concerns raised
 - Describes implementation of Academic Program Review
 - Describes 2 years of activities and follow up
 - Includes the components identified by the peer review team

Thanks to past and present APR Committee members:

- Marti Steed, faculty co-chair
- Members: Aaron Aubuchon; Jef Awada; Remy Cross; Simone Cummings; Vlad Glaveanu; Mike Hulsizer; JP Palmer; Mary Preuss; Basiyr Rodney; Chris Sagovac; Jean Paul van Marissing
- Staff: Allison Scheuler, Rita Smith, Justin Bitner

Criterion 5. Resources, Planning, and Institutional Effectiveness

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

- 5.A. The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future. [5 subcomponents]
- 5.B. The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission. [3 subcomponents]
- 5.C. The institution engages in systematic and integrated planning. [5 subcomponents]
- 5.D. The institution works systematically to improve its performance. [2 subcomponents]

5.A Met with Concerns – Interim Report

Core Component 5.A – Met with Concerns – Interim Monitoring

5.A. The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.

- "The team recommends a monitoring report be filed by July 1 2020. In recent years the total enrollment of the University has been declining slowly in all parts of its operations. The overall enrollment decline has resulted in a reduction in net operating income, leading to budget deficits even though the University has embarked on efforts to reduce costs of operations. In light of a pattern of decline in net income and recent budget deficits the Team recommends a monitoring report on enrollment and finances.
- By July 1, 2020 Webster will have its completed audit for 2018-19, and a preliminary audit report for 2019-20. The 2020 preliminary budget audit should show an operating budget in balance. Webster can achieve a balanced operating budget in any number of ways it chooses, but focused primarily on improving net tuition income resulting from management of enrollments designed to reduce declines in enrollment."

[Spelling errors corrected.]

Interim Report on Enrollment & Finances

- 7 page report submitted by 7/1/20
- Demonstrates approaches to achieve balanced budget by FY24
 - Builds from the work of implementation teams of 2018
 - Details the systematic improvements to enrollment systems
 - Describes diversification of market segments to address demographic changes
 - Articulates the scope and role of fundraising in Webster's financial planning