

Faculty Senate Minutes
Thursday, November 5, 2020 Via Zoom, 2:34 PM

I. Attendance

K. Armbruster, V. Brown-Kennerly, P. Davis, E. Fan, T. Foley, E. Goedereis, S. Jensen, J. Lassetter, B. Lynch, S. Mahfood, J. Palmer, M. Preuss, T. Reilly, E. Rhiney, L. Risik.
Guests: President Schuster and VP Hellerud

- II. a. *Upon motion by J. Lassetter, seconded by E. Rhiney, the Senate unanimously approved the minutes of the October 22, 2020 Faculty Assembly meeting.***
- b. *Upon motion by V. Brown-Kennerly, seconded by E. Goedereis, the Senate unanimously approved the minutes of the October 27, 2020 Faculty Senate meeting.***

III. New Business:

a. A Conversation with President Schuster

President Schuster stated he wanted this Senate meeting to be a follow up to the October 27, 2020 Faculty Assembly meeting, with more in-depth discussion.

He began by saying that the impact of the Covid pandemic is real, but there is palpable financial performance because of the large donation made to the university which has enabled the salary adjustments of faculty and staff. We are at the point where more substantive measures need to be taken than were taken previously.

The numbers of full-time and part-time faculty, administrators and staff he gave at the Assembly meeting are real and reduction in labor expenditures will affect all operations of the university. He stated that closing non-St. Louis campuses will not solve the problems that are within the St. Louis campuses and St. Louis adjustments need to be made as soon as possible. We have begun by filing with HLC and the State to close the Winghaven Webster University campus. More changes to St. Louis campus labor is to come.

President Schuster clarified it is imperative that Webster needs HLC in order to have their accreditation and this is non-negotiable. He went on to explain that HLC initially wanted our budget to be balanced by the current fiscal year, but through many correspondences, they agreed to allow us until 2024 to balance the budget.

Vice President Nancy Hellerud reported that she received an update from HLC a few days ago. Concerning the Academic Program review, HLC said that Webster has an 'adequate' rating which is the highest rating of achievement. Concerning Finance and Enrollment, HLC noted that there is a plan in place and steps have been taken and that Webster is "okay" for now. Because of these ratings, Webster does not have to have

interim monitoring and will not be reviewed again until June 2022 at which time VP Hellerud will resubmit the Assurance Argument.

VP Hellerud went on to say that in-depth data concerning the Fall 2020 census is now available on the Office of Institutional Effectiveness website (<http://www.webster.edu/effectiveness/>). As an overview, there are 10,943 students enrolled at Webster worldwide campuses, representing a 10% decrease from last fall. At the Webster Groves campus, there are 400 fewer students than last fall with 3,180 students. This represents an 11.8% decline. Half of the deficit are graduate students and the other half (approximately 194) undergraduates. She suggests we pay close attention to Census Reports 39 and 75 (CR39 shows programs and CR75 shows worldwide) (*Attachments A & B*). There are currently 70 undergraduate programs yet 70% of undergraduate students participate in only 15 of those 70 programs.

President Schuster explained that Webster has 126 programs and approximately 184 full-time faculty. Webster has 25 competitor schools, and we are rated #15. It is time to do things differently. We must generate new revenue through finding new markets, increase our fundraising and re-examine our current programs. As 60% of our costs are labor related, we also must look at faculty loads and the possibility of variable contracts. If there is a consensus among faculty to move to variable contracts thereby increasing revenue, we would seriously consider this option.

He went on to explain that the goal of cost cutting is to balance the budget by FY 2024. Some cuts may be permanent, others temporary. Retirement benefits at other institutions were suspended a few years ago, but Webster did not do that. However, now this needs to be re-examined with potential savings of \$3.6M. There are many factors and trade-offs. We have inefficient class offerings.

VP Hellerud added that retention and graduation rates data needs to be looked at as well. Webster has the smallest classes among the competitor group with the lowest graduation rate. We need larger classes and better retention.

President Schuster stated that Webster needs to know where it is headed. Restructuring via simply moving departments or combining departments, as in the case of the College of Arts and Sciences, did not solve the problems. Restructuring for success is the key – maybe there needs to be more schools or colleges; maybe some schools or colleges need to be dissolved.

He stated that by having regular meetings with faculty leadership and administration sends two messages – that both groups acknowledge a sense of urgency and that we're trying to find solutions together. The Webster Groves campus is the most important campus and if this campus does not find resolutions, the entire Webster system is at risk. The bulk of expenditures needs to be utilized in serving the students on our campus. We

need to be reviewing all the data together. He said that the Office of Institutional Effectiveness is in the process of collecting data on our competitors and will share that with the Senate soon.

A Senator pointed out that if Webster goes to variable contracts, a timeline of scheduling needs to be thought about in advance as this decision will greatly affect contingent faculty.

President Schuster responded by stating that there are a lot of contingent faculty on extended campuses. For example, the Nurse Anesthesia program relies heavily on contingent faculty for their program. However, there are full-time faculty who teach less than 20 students per year. We can't have contingent faculty when there are full-time faculty not teaching full loads.

A Senator pointed out that restructuring alone will not help with meeting a balanced budget by 2024. She hopes that all of the work that the Academic Program Review Committee has done over the past few years is taken into consideration and looked at when making decisions concerning programs.

President Schuster stated that human services, like nursing and cybersecurity need to be made more visible so even more of these types of programs are available. We need identity building of programs in order to attract more students. He stated that he would like the Senate to come up with a plan to bring to the administration and they will take it to the faculty. He wants shared governance to take place so that the administration is not making the decisions on behalf of the faculty without consultation.

President Lynch stated that he had recently met with former members of the Finance Advisory Committee and there were a lot of ideas, but he believes that the Senate should take the lead on this instead of an ad-hoc Senate committee. If the whole Senate works on these problems, there will be more buy-in from faculty.

The Faculty Senate unanimously agreed upon motion by E. Goedereis, seconded by S. Jensen, to adjourn at 4:15PM.

	Fall 2016 as of 11/6/16	Fall 2017 as of 11/13/17	Fall 2018 as of 11/12/18	Fall 2019 as of 11/04/19	Fall 2020 as of 10/26/20	% Change FA19-FA20
Unduplicated Headcount Worldwide						
Worldwide						
Undergraduate	4406	4265	4191	4209	4389	4.3%
Graduate	11432	10206	9101	7970	6554	-17.8%
Total Worldwide	15838	14471	13292	12179	10943	-10.1%
Unduplicated Headcount by Campus Type						
Webster Groves						
Undergraduate	2622	2545	2496	2377	2183	-8.2%
Graduate	1601	1564	1352	1209	997	-17.5%
Total Webster Groves	4223	4109	3848	3586	3180	-11.3%
Metropolitan						
Undergraduate	326	329	340	276	172	-37.7%
Graduate	3747	3208	2686	2271	1790	-21.2%
Total Metropolitan	4073	3537	3026	2547	1962	-23.0%
Military						
Undergraduate	37	21	22	20	13	-35.0%
Graduate	3469	3124	2450	1781	1114	-37.5%
Total Military	3506	3145	2472	1801	1127	-37.4%
International						
Undergraduate	1215	1149	1107	1339	1826	36.4%
Graduate	594	536	750	940	920	-2.1%
Total International	1809	1685	1857	2279	2746	20.5%
Online						
Undergraduate	206	221	226	197	195	-1.0%
Graduate	2021	1774	1863	1769	1733	-2.0%
Total Online	2227	1995	2089	1966	1928	-1.9%
Unduplicated Headcount Total	15838	14471	13292	12179	10943	-10.1%

Note: Location is determined by Service Location of the student. Students are only counted once per campus type. Study Abroad students are included in the international campus type.

Program Level and 1st Degree Program	Major 1 Only					% Change
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	
Undergraduate Degrees						
Accounting	57	50	32	42	31	-26.2%
Acting	47	46	39	45	54	20.0%
Advertising and Marketing Communications	63	53	48	38	36	-5.3%
American Studies	1	0	0	0	0	n/a
Animation	73	93	92	83	88	6.0%
Anthropology	0	0	1	1	0	-100.0%
Anthropology and Sociology	0	0	0	0	5	n/a
Art	92	86	72	72	67	-6.9%
Art History and Criticism	4	4	4	5	5	0.0%
Audio in Media Arts	0	0	0	9	12	33.3%
Audio Production	99	77	91	49	20	-59.2%
Biological Sciences	90	88	85	69	68	-1.4%
Biology	51	46	54	58	57	-1.7%
Business Administration	116	107	124	86	88	2.3%
Business Intelligence Technologies	2	1	0	0	0	n/a
Chemistry	0	2	7	6	8	33.3%
Composition	6	4	7	6	9	50.0%
Computational Biology	3	4	1	1	1	0.0%
Computer Science	154	150	150	135	116	-14.1%
Concert Design	3	2	1	1	0	-100.0%
Costume Construction	6	6	9	7	13	85.7%
Costume Design	9	12	14	11	6	-45.5%
Creative Writing	0	0	0	18	24	33.3%
Criminology	29	35	37	35	24	-31.4%
Cultural Anthropology	13	7	7	7	4	-42.9%
Dance	33	26	22	19	24	26.3%
Data Analytics	5	6	6	4	4	0.0%
Directing	7	7	6	8	7	-12.5%
Economics	12	11	10	9	6	-33.3%
Education	126	119	112	107	114	6.5%
Educational Studies	12	15	9	14	12	-14.3%
English	68	68	50	30	29	-3.3%
Entrepreneurship	3	5	11	9	5	-44.4%
European Studies	0	1	2	1	1	0.0%
Exercise Science	20	28	37	42	37	-11.9%
Film Production	72	31	5	2	0	-100.0%
Film Studies	12	10	7	8	3	-62.5%
Film, Television and Video Production	80	151	157	161	138	-14.3%
Finance	29	31	37	34	27	-20.6%
French	8	5	5	1	1	0.0%
Games and Game Design	78	75	84	79	72	-8.9%
General Studies	3	6	4	7	4	-42.9%
German	1	2	2	5	3	-40.0%
German Studies	0	0	1	0	0	n/a
Global Journalism	2	2	2	1	1	0.0%
Graphic Design	11	23	27	30	35	16.7%
History	19	22	19	15	22	46.7%
Individual Major in Religious Studies	0	0	0	0	1	n/a
Individualized Area	1	1	2	1	2	100.0%
Information Management	11	13	4	4	2	-50.0%
Information Systems	15	9	4	1	0	-100.0%
Instrumental Performance	6	4	3	3	1	-66.7%
Interactive Digital Media	15	15	17	11	12	9.1%
International Human Rights	17	14	13	15	12	-20.0%

Major 1 Only

Program Level and 1st Degree Program	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	% Change
Undergraduate Degrees (continued)						
International Relations	35	26	25	20	19	-5.0%
International Studies	24	15	19	19	13	-31.6%
Jazz Studies - Music Technology	9	7	3	4	2	-50.0%
Jazz Studies - Performance	7	6	14	11	10	-9.1%
Journalism	21	24	19	23	31	34.8%
Language and Transcultural Studies	0	0	0	0	2	n/a
Legal Studies	49	35	30	29	31	6.9%
Lighting Design	16	20	15	11	13	18.2%
Management	165	155	132	124	92	-25.8%
Management Information Systems	0	0	1	5	7	40.0%
Mathematics	16	13	17	13	14	7.7%
Mathematics (Pre-Engineering)	0	0	2	3	6	100.0%
Media Communications	75	60	53	53	35	-34.0%
Media Studies	0	0	0	0	7	n/a
Mobile Computing	1	1	0	0	0	n/a
Music	27	21	26	32	20	-37.5%
Music Direction for Musical Theatre	3	4	6	5	5	0.0%
Music Education	26	25	23	22	21	-4.5%
Musical Theatre	39	45	48	48	49	2.1%
Nursing	5	5	17	8	10	25.0%
Performance	0	0	0	0	5	n/a
Philosophy	6	12	12	11	11	0.0%
Photography	30	26	25	31	21	-32.3%
Piano Performance	2	2	1	2	2	0.0%
Political Science	16	22	28	21	21	0.0%
Professional Writing	0	0	1	3	1	-66.7%
Psychological Science	0	0	0	0	2	n/a
Psychology	105	114	123	118	109	-7.6%
Public Relations	25	24	16	12	10	-16.7%
Religion and Global Society	0	1	1	0	0	n/a
Religious Studies	4	2	1	3	1	-66.7%
Scene Design	6	7	7	8	6	-25.0%
Scene Painting	1	1	2	1	2	100.0%
Scriptwriting	18	17	20	13	15	15.4%
Sociology	15	13	12	9	7	-22.2%
Songwriting	5	6	4	6	3	-50.0%
Sound Design	7	7	7	5	4	-20.0%
Sound Recording and Engineering	0	0	0	25	40	60.0%
Spanish	7	8	2	2	1	-50.0%
Speech Communication Studies	4	5	4	5	4	-20.0%
Sports Communications	7	13	21	25	17	-32.0%
Stage Management	20	22	19	21	15	-28.6%
Technical Direction	6	9	15	13	14	7.7%
Theatre	0	0	0	1	1	0.0%
Theatre Studies and Dramaturgy	13	7	8	5	6	20.0%
Video Production	26	15	6	0	0	n/a
Vocal Performance	17	12	18	16	6	-62.5%
Wig and Makeup Design	12	10	9	12	13	8.3%
Women and Gender Studies	2	1	1	1	1	0.0%
Women, Gender, and Sexuality Studies	0	2	3	2	3	50.0%
Undecided	75	85	85	74	45	-39.2%
Undergraduate Degrees Total	2531	2478	2434	2280	2084	-8.6%

Program Level and 1st Degree Program	Major 1 Only					% Change
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	
Undergraduate Certificates						
Animation Production	0	0	0	1	0	-100.0%
Broadcast Journalism	0	1	0	0	0	n/a
Entrepreneurship	1	0	0	0	0	n/a
French Translation	0	0	1	0	0	n/a
Game Design	0	0	1	0	0	n/a
General Psychology	0	0	1	0	0	n/a
Interactive Digital Media	1	0	0	0	0	n/a
International Languages	1	0	0	0	0	n/a
International Studies	0	0	0	1	0	-100.0%
Paralegal Studies	2	3	0	0	1	n/a
Photojournalism/Editorial Photography	0	0	1	0	0	n/a
Professional Writing	1	0	0	0	0	n/a
Spanish	0	1	0	1	1	0.0%
Spanish Translation	0	1	1	0	0	n/a
Sports Journalism	0	0	0	1	0	-100.0%
Undergraduate Certificates Total	6	6	5	4	2	-50.0%
Undergraduate Non-Degree Total	21	52	26	20	8	-60.0%
Undergraduate Unknown Total	2	1	0	1	2	100.0%
Total All Undergraduates	2560	2537	2465	2305	2096	-9.1%

Program Level and 1st Degree Program	Major 1 Only					% Change
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	
Graduate Degrees						
Advertising and Marketing Communications	19	24	17	4	5	25.0%
Applied Educational Psychology	19	17	18	13	11	-15.4%
Applied Educational Psychology: School Psychology	12	18	15	6	4	-33.3%
Art	6	6	1	2	1	-50.0%
Arts Management and Leadership	9	8	5	5	11	120.0%
Biomedical Sciences	0	0	0	1	5	400.0%
Business Administration	319	251	243	236	190	-19.5%
Business and Organizational Security Management	3	0	2	2	1	-50.0%
Change Leadership	8	0	0	0	0	n/a
Church Music	0	2	2	1	1	0.0%
Communication Arts	12	7	4	4	0	-100.0%
Communications Management	18	17	12	5	4	-20.0%
Computer Science	6	1	1	0	0	n/a
Counseling	81	105	93	112	102	-8.9%
Criminal Justice	0	1	6	0	4	n/a
Cybersecurity	11	8	9	11	3	-72.7%
Data Analytics	0	0	12	33	29	-12.1%
Early Childhood Education	23	15	15	4	2	-50.0%
Education	0	0	0	0	13	n/a
Education and Innovation	13	0	5	2	1	-50.0%
Education for Global Sustainability	1	0	0	0	0	n/a
Educational Leadership	15	15	13	10	0	-100.0%
Educational Technology	9	14	8	9	12	33.3%
Educational Technology Leadership	4	0	1	0	2	n/a
Elementary Education	17	11	12	18	16	-11.1%
Environmental Management	0	0	0	2	0	-100.0%
Finance	27	25	25	13	7	-46.2%
Forensic Accounting	33	41	30	22	12	-45.5%
Health Administration	82	71	50	41	18	-56.1%
Human Resources Development	12	6	4	9	3	-66.7%
Human Resources Management	42	38	19	31	21	-32.3%
Human Services	20	27	12	11	15	36.4%
Information Technology Management	34	37	30	22	13	-40.9%
International Business	3	3	2	0	0	n/a
International Relations	32	28	16	16	6	-62.5%
Jazz Studies	2	3	1	0	0	n/a
Legal Studies	21	22	37	32	34	6.3%
Management	20	35	29	24	17	-29.2%
Management and Leadership	43	38	58	84	50	-40.5%
Marketing	16	16	18	10	4	-60.0%
Mathematics	0	0	1	0	0	n/a
Mathematics for Educators	14	17	13	10	7	-30.0%
Media Communications	6	9	7	3	2	-33.3%
Media Literacy	1	0	0	0	0	n/a
Middle School Education	10	9	4	3	3	0.0%
Mild/Moderate Disabilities	2	0	0	0	0	n/a
Multidisciplinary Studies	0	0	0	0	1	n/a
Multimodal Literacy for Global Impact	0	2	0	1	1	0.0%
Music	5	3	5	7	8	14.3%
National Security Studies	0	0	0	0	3	n/a
New Media Production	25	26	18	17	10	-41.2%
Nonprofit Leadership	25	30	24	18	17	-5.6%
Nurse Anesthesia	48	52	57	78	67	-14.1%
Nursing	29	19	19	20	9	-55.0%

Program Level and 1st Degree Program	Major 1 Only					% Change
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	
Graduate Degrees (continued)						
Orchestral Performance	1	1	1	1	2	100.0%
Organizational Development	0	2	5	2	3	50.0%
Performance	2	6	6	6	0	-100.0%
Procurement and Acquisitions Management	1	1	1	6	7	16.7%
Public Administration	0	0	26	26	2	-92.3%
Public Relations	16	7	4	2	0	-100.0%
Reading	46	36	33	15	16	6.7%
School Counseling	0	0	0	1	9	800.0%
School Psychology	0	0	0	2	3	50.0%
School Systems, Superintendency and Leadership	2	1	0	0	0	n/a
Science Management and Leadership	1	1	0	1	0	-100.0%
Secondary School Education	25	26	24	15	8	-46.7%
Social Science Education	0	0	0	0	0	n/a
Space Systems Operations Management	0	0	3	0	0	n/a
Special Education	23	45	42	34	16	-52.9%
STEM Education	0	0	0	1	0	-100.0%
Teaching	0	0	0	0	4	n/a
Teaching English as a Second Language	10	43	66	71	73	2.8%
Transformative Learning in the Global Community	19	20	22	9	9	0.0%
Graduate Degrees Total	1303	1266	1206	1144	897	-21.6%
Graduate Certificates						
Applied Behavior Analysis	1	0	0	1	0	-100.0%
Assessment of Learning and Cognitive Development	0	0	1	0	0	n/a
Business Analytics	6	2	1	0	0	n/a
Decision Support Systems	1	0	1	0	0	n/a
Dyslexia	0	0	0	6	7	16.7%
ERP with SAP	0	1	0	0	0	n/a
Fostering Resilience in "At-Risk" Children and Youth	0	0	1	0	1	n/a
Fundamentals of Media Production	0	0	0	1	1	0.0%
Gifted Education and Talent Development	1	1	1	1	0	-100.0%
Government Contracting	0	0	0	1	1	0.0%
Nonprofit Management	1	1	2	3	1	-66.7%
Online Teaching & Learning	0	3	0	1	1	0.0%
Organizational Development	0	1	0	1	0	-100.0%
Paralegal Studies	13	9	10	10	9	-10.0%
Pedagogical Coordination in the Reggio Emilia Approach	0	0	0	1	1	0.0%
Project Management	2	2	7	1	0	-100.0%
Trauma-Informed Education and Intervention	0	0	0	2	0	-100.0%
Writing for Educators	1	0	0	0	0	n/a
Unknown	3	1	1	2	1	-50.0%
Graduate Certificates Total	29	21	25	31	23	-25.8%
Graduate Non-Degree Total	23	18	15	18	8	-55.6%
Graduate Unknown Total	25	1	6	0	1	n/a
Total All Graduates	1380	1306	1252	1193	929	-22.1%
Total All Webster Groves	3940	3843	3717	3498	3025	-13.5%

Note: Headcounts by location include Major 1 of the 1st Degree program only. They do not include dual degrees or double majors. For a headcount that includes all majors, see CR-27 through CR-32.