

Faculty Assembly

September 10, 2013

East Academic Building – Room 102

Gwyneth Williams, Faculty Senate President, called the meeting to order.

Gwyneth began the Assembly by letting those in attendance know that their Faculty Senate has already met five times since June and are busy working on many initiatives.

At this time, Gwyneth welcomed new faculty and asked a department chair or representative from each school/college to introduce their new faculty.

Fall Institute Update – Martha Smith

Marty reminded everyone of the upcoming Fall Faculty Institute on Friday, October 11th and Saturday, October 12th at Pere Marquette. She reported that the call for participation to present was successful and that the committee is in the process of reviewing proposals. The status of the proposals will be announced on Friday, September 13th. All were reminded that reservation forms are due back to the Faculty Senate office by Friday, September 20th. The final institute schedule should be publicized within the next week.

Update - Wellness Fair – Eric Goedereis

Eric Goedereis reminded everyone of the Wellness Fair activities scheduled for next week. Each day will have a specific activity with the main fair being Thursday in the Grant's Gym. There will be internal and external exhibitors, fitness demonstrations, free chair massages, free food samples, and attendance prizes given away every 15 minutes.

Curriculum Committee

Aaron AuBuchon reminded faculty that if they have a proposal to be considered for this academic year 2013-2014, the deadline is October 11th, 2013.

Report from Senate

Gwyneth introduced the Senators and explained how to get to the Faculty Senate website. She also reported that the Faculty Senate website could be utilized to find current committee lists, senate and assembly minutes, etc.

Gwyneth and Provost Schuster have met twice a week this summer to begin dialogue about faculty issues and initiatives. The Senate has moved forward on a number of things this summer, including the four additions to the University Handbook listed below.

1) Delayed Leaves – For faculty taking on administrative tasks and have a leave coming up, but cannot take the leave at that time, their clock restarts. This amendment to the Handbook allows you to apply for a delayed leave or sabbatical and, if approved, when you get leave, your clock will not restart as long as the faculty member delays his/her regular leave for two years or less. This is something that can be applied for, and is not a right.

2) Procedures for Granted Faculty Status to Senior Administrators – This is a codification of existing procedures and was not available in the past. Existing full-time academic faculty who receive full-time administrative appointments retain faculty status within their departments, subject to limitations. Administrators hired from outside Webster University and granted faculty status, must be housed in academic departments within schools/colleges and apply to the academic department relevant to his/her academic discipline prior to receiving faculty status.

3) Procedures for Making Modifications to Departments - An academic department or its dean may petition to change the name of a department or to make substantial internal modifications within certain guidelines.

4) Procedures for Creating/Dissolving Schools and Colleges - Decisions regarding the creation, reconstitution or elimination of schools or colleges, and similar academic structures will be a collaborative effort shared by the faculty and the administration.

The University Handbook is available on the intranet and can only be accessed while on campus. Academic Affairs is working to put the Handbook into a pdf format so that it would be readily available.

Representation in Budget Process

From last spring's Faculty Assembly meetings, faculty requested increased collaboration with the administration in regard to the budget process. Provost Schuster has been very supportive of having faculty representation in developing the budget.

The Senate has appointed two individuals to represent the faculty in the budget process - Gary Renz (Management Department) and Joe Stimpfl (Religious Studies). They will regularly report back to the Senate.

Initial Procedures for Developing Merit Pay Policies

The Senate has spent much time discussing all the different aspects of a merit pay system. They have spent time exploring the merit pay systems that exist in other schools and have read articles on the subject. Before any type of decision can be made about what kind of merit pay system can be instituted at Webster University, faculty need to be educated and discuss the different models that exist. In order to facilitate this process, the Senate will generate several different models for merit pay. Senators will then call a meeting within their school/college to introduce the models and obtain feedback. The meetings will be scheduled within the next 4 to 6 weeks. After the initial process, a survey may be generated to get an idea of what people think about the system. A task force will then be created with representatives from each school/college. The deans will be involved in this process and final approval is needed from the Board of Trustees.

A faculty member stated that the Faculty Assembly voted to consider a merit pay system, not to authorize a system. It was explained that a merit pay system has been requested by the Board of Trustees and the Senate voted unanimously to move forward with developing a merit pay system. We have had a 75/25 merit system for years and it would be difficult to go back after having this system in place.

Update on Gender Equity Task Force

As part of the SFB agreement, in AY 2013-14, administration commits to provide evidence to satisfy faculty that gender equity has been achieved.

The Senate has proposed a task force and forwarded recommendations to Provost Schuster. President Stroble will formally charge the task force with the parameters of the task.

A faculty member stated that based on the statement above, it suggests that the administration is only looking for evidence that gender inequality exists and just needs to

show that it is there and this is misleading. Provost Schuster stated that the administration recognizes that gender inequality exists. Once the task force has received the charge from President Stroble, and reported back to the administration, the evidence will be examined. If it is found that there is a disparity, any disparity will be rectified.

The basic inequity of Mercer was mentioned and it was stated that the task force will not undo Mercer.

Centennial Celebration

Webster University is preparing for its Centennial Celebration to occur during AY 2014-2015. There is a steering committee made up of various constituents. Each constituent is in charge of their own committee and activities. Gwyneth Williams and Gina Jensen have been appointed as the co-chairs of the faculty committee. The faculty committee will need to come up with a plan and budget that will be submitted to President Stroble and Provost Schuster for approval. Gwyneth asked for volunteers to help with the faculty committee. For logistical reasons, they would like to keep the committee relatively small.

Report from Salary & Fringe Benefits Committee – Chair: Mike Hulsizer

The SFB committee members were introduced (Doug O'Bannon, Cheryl Breig-Allen, and Carole Tucker). Mike stated that the SFB is looking forward to working with the administration and will begin meeting with the administration in October. The SFB will be sending out a survey shortly to get an idea of what is important to the faculty.

Mike also mentioned that the SFB is not in charge of developing a Merit Pay Policy, but is working with the Senate on this issue.

Report on Enrollments - Provost Schuster, Chief Enrollment Officer Robert Parrent, Associate Provost Nancy Hellerud

Provost Schuster began by stating that enrollment has been emphasized repeatedly the last three to four years. We are an institution that is 95 percent dependent on enrollment for our revenue and some years we have met enrollment and some years we have not. In order to rectify the substantial gap in enrollment, a restructuring of enrollment leadership has taken place with the hiring of Chief Enrollment Officer, Robert Parrent. Dr. Parrent's emphasis has been on enrollment rather than admissions.

Provost Schuster also reported that in the just-released "America's Best Colleges" 2014 edition of "U.S. News & World Report," Webster University moved up three spots from 24th to 21st in the Regional University-Midwest category. This is the second year in a row that Webster has risen in the rankings which includes class size, retention rate, giving, etc. We want to continue upward and we will.

At this time, Provost Schuster introduced Dr. Robert Parrent. Dr. Parrent has profound experience in higher education enrollment.

Dr. Parrent thanked Gwyneth for the opportunity to address the Faculty Assembly today. When he arrived June 1st, he thought that the enrollment report was "squirrely" and said, "Let's roll up our sleeves and see what we can do about this." He spoke to the deans to see what their thoughts were and see where we needed to go. They looked at those students who paid the admission form and then stopped, students who had holds, etc. Faculty, deans and department chairs stepped up and began working on contacting students. Due to all of this hard work, we had the largest incoming freshman flat fee population in 14 years. We started with 280 and ended up with 487

on September 4th. Our returning graduates target was 1420 and we ended up with 1482. The fall 2012 retention rate was 81.5 percent compared to 72 percent in 2011.

There is reason for optimism as the future is bright. Webster University is about quality versus quantity. Everything is trending in the right direction and we have a fantastic opportunity to do significant things at this university.

One third of our undergraduate population is enrolled at our international campuses. From preliminary information that we are receiving from the international directors, there are strong reports from Geneva, Thailand and Vienna. We are still working on registration from London, but the numbers look very good.

Dr. Nancy Hellerud also gave a presentation on enrollment numbers for Fall 2013 Webster Groves Flat Fee Students – Excluding Study Abroad in the following categories as of September 9, 2013.

First Time Freshman by School/College Including Tuition Remission	498
First Time Freshman by School/College Excluding Tuition Remission	487
New Transfers by School/College Including Tuition Remission	251
New Transfers by School/College Excluding Tuition Remission	248
Returning Undergraduates by School/College Including Tuition Remission	1522
Returning Undergraduates by School/College Excluding Tuition Remission	1482
Total Undergraduates by School/College Including Tuition Remission	2271
Total Undergraduates by School/College Excluding Tuition Remission	2217

Graduate Enrollment as shown below

Graduate Enrollment Fall/Fall 1 2013 - 12,800 Distinct Headcount				
		Credit Hours - Actual	Credit Hours - Budget	(+/-) Budget
STL - WEBG	Onground	5,196	5,217	-22
	Online	1,151	941	210
STL - Cohorts(BJC,SSM)		966	360	606
STL area				
DWTN/WEST/WING	Onground	1,960	2,095	-135
	Online	396	370	26
	Fully Online	6,876	6,878	-2
Extended Domestic - (Military + Metro)	Onground	25,967	28,161	-2,194
	Online	4,045	3,294	751
Total Domestic		46,557	47,316	-760
Preliminary INTL				
International	Onground	2,523	3,806	-1,283
	Online	144	536	-392
Total INTL		2,667	4,342	-1,675
Grand Total		49,224	51,658	-2,435

Dr. Parrent was thanked for coming and sharing information with the Faculty Assembly. It was stated that it is good to have someone who sounds like a salesperson and is excited about the job. If he can convince the faculty, he can probably convince many students. It was also mentioned that it is known that Dr. Parrent's staff is on the ground doing a lot of work and they were thanked for their hard work.

A statement was made that the online programs seem to be doing well. There is more and more emphasis on (MOOCS) where an online program with a limited number of students is monitored by faculty and a comment was offered that Webster should continue to keep maximum enrollment in online classes smaller rather than moving toward the MOOC concept.

Q: How is the synergy between marketing and admissions at Webster?

A: Dr. Parrent stated that it has been very positive and they are both working diligently to build this community. Social media is where it is in terms of marketing.

Q: How much additional discounting did we have to do to get our enrollment numbers?

A: Prior to September 2nd, it was 59 percent with the target being 54-55 percent, so a little bit more. We had more needy students and the goal is to move back toward that 59 percent aggressively.

Q: How effective do you think marketing efforts were in the results this year? How do we maintain this trajectory?

A: That is difficult to answer since he (Dr. Parrent) has not been a part of this before this year. We are working with Bursar/Cashier Office to look at snapshots. Next year will work hard to get that accomplished.

It is understood that when working on enrollment, many phone calls were made to students as well as pizza parties held for students.

Q: Was there a particular initiative that was focused on?

A: Everyone worked together aggressively and looked at which populations were in what location and pursued it.

It was reported that Dr. Greg Gunderson has stated that his office is working on new models for discounts.

The statement was made that Jim Meyers does a fantastic and wonderful job. There is a yield matrix for the scholarship program. We have been going back and looking at the matrix cell by cell to see where enrollment rose and pulling all that information together to analyze the data.

Q: The Post had an article about enrollment and universities campaigning out of state to recruit students. Are we pursuing this? We are already doing some out of state recruiting, but are we doing the right recruiting to the right students?

A: This is being studied. The example of Western Kentucky 1978 was given as tracking their alumni. They know their alumni, where they work, where they live. You build that relationship and community and you own it.

Faculty play a role in recruitment and have been participating, but it is unclear if we have been effective or not. Dr. Parrent is willing to meet with departments to help make sure we are recruiting in the right manner.

Dr. Parrent stated that faculty is the reason why students attend Webster University. The classroom experience is the number one recruiting tool of any university. When you go into the

classroom and engage, inspire, and promote creativity, students will go back to their friends/family and tell people. What faculty do means everything.

It was stated that in order to be able to offer a unique classroom experience, the size of our buildings and classrooms affect that experience.

With no further business, the assembly adjourned at 4:28 p.m.