Faculty Senate

MEETING MINUTES – APPROVED

Regular Meeting
October 18, 2019

Meeting called to order: 2:35 pm

Attendees

- Rich Bennett
- Kenny Purcell
- Bartell Berg
- Wes Durham
- Charlotte Connerton
- Mary Doerner
- Brooke Mathna
- Rex Strange
- Adrian Gentle
- Steve Gruenewald
- Rhonda Wheeler
- Kenney Denby

- Amy Motz
- Andrea Wright
- Todd Schroer
- Julie Eyink
- Zachary Pilot
- Katy Daniels
- Amie McKibban
- Kim Delaney
- Kyle Mara
- Alex Champagne
- Becky Sparks-Thissen
- Henri Maurice

- Rashad Smith
- Amy Chan Hilton
- Andy Buck
- Shannon Pritchard
- Jamie Seitz
- Jinsuk Yang
- Peter Cashel Cordo
- Al Holen
- Mohammed Khayum
- Shelly Blunt

I. Approval of previous minute
    A. Motion made to approve minutes
    B. Motion seconded
    C. Discussion
    D. Motion passed
II. Chair's Report
    A. Kendra Strupp visit to Faculty Senate
        1. 11/15/19 (2nd half)
        2. Questions need to be to Kenny by 11/8
    B. Pam Hopson Exec. Director of Multicultural center visit to Faculty Senate
        1. Visit is scheduled for 12/6/19
    C. Townhalls
        1. Website being developed to host videos from townhalls
        2. Dr. Khalilah Doss, 11/13/19, 3 pm, Mitchell auditorium
            a. Please get word out to constituents

D. Provost's office will have updates regarding charges FS has sent to administration
  1. Expected to be completed by 11/15/19
E. Provost's Council
  1. Academic Calendar
    a. See Provost's report for details
  2. Full Professor Applications
    a. New proposed schedule will come to faculty senate
    b. Possibly a spring deadline to report that one intends to apply for full professor
  3. Possible changes to sabbatical timeline application
    a. December 15 is the current deadline
      (i) Could put departments in a bind to find coverage for courses
    b. Policy will come to Faculty Senate for review
  4. Vehicle Safety Policy
    a. No one on Provost's Council had input
    b. Provost is aware that this impedes our work with students
    c. Provost is going to have a discussion with parties involved in the decision to implement this policy
    d. These decisions, along with Chrome River and Enterprise, have impacted admissions (i.e. recruiting trips)
    e. These are examples of shifting work to colleges (and Student Affairs for that matter)
F. Strategic Plan
  1. Process and calendar are developed
  2. Developing an intranet within USI for sharing
  3. No updates on enrollment
G. President's Council
  1. Enrollment
    a. First open house has been held
      (i) Added current students and alumni
    b. Reviewing need-based aid and test (i.e. SAT, ACT) option admissions
  2. Academic units have been working with VPs of Marketing & Communications and Enrollment Management
  3. Public assessment of job performance for VPs will not happen and we should have no deep dives regarding strategic initiatives in Senate Meetings or Town Halls
III. Provost's Report
  A. Strategic Plan
    1. Plans coming forth next week
  B. HP Renovations
    1. Plans in process
    2. Moving to State Senate by end of December
  C. Academic Calendar (Dr. Blunt)
    1. Committee started in March
    2. Current calendar ends in Summer 2020
      a. Starts Fall 2020
    3. Reviewed academic calendars of other institutions
      a. Were the only institution that has a study day
      b. We are the only one that holds commencement during finals
      c. We are the only one that has courses throughout summer
      d. We have the lowest number of instructional days

4. Recommendations
   a. Commencement will be held after finals
   b. Study day is going away
   c. Finals will be M-F
   d. Additional holidays
      (i) W prior to Thanksgiving
      (ii) December 23 – University will be closed
   e. Summer terms will go from three to two 5-week summer terms
   f. Academic Partnerships calendar will not change
   g. Summer 2 will end by last week in July
      (i) Will allow for a longer respite for faculty teaching summer courses and beginning the fall semester
   h. Assessment day for spring and fall are staying
   i. Plans to have a continuous 5-year calendar
   j. Changed priority registration from 2 weeks to 1 week – might move it a week earlier
      (i) Could affect curriculum deadlines – working these issues out with the appropriate bodies
   k. Good Friday as a class day was not approved – still an off day

IV. Andy Wright Presentation Session
   A. Gave same presentation he gave to board of trustees on July 11, 2019
   B. MBA online program enrollment is growing
   C. Need to work on identifying opportunities to improve the application completion rate
      1. Improve communication flow between initial inquiry and enrollment
   D. Undergraduate enrollment declining since 2010 (peak)
   E. Began eliminating conditional admits in 2013
      1. Had a 4-year grad rate of about 1.8%, less than 10% 6-year grad rate
      2. 2014 was first year w/o conditional admits
      3. Usually about 500 of these students at any one time
   F. 4-year grad rate has increased from about 15% in mid-2000s to about 33-35% in 2014-2015
   G. College Credit from High Schools
      1. Number of students bringing in college credit is going up – has doubled from 2010
         a. 31.1% in 2010 and 65.6% in 2019
      2. Number of hours brought in has doubled since 2010 as well
         a. 10.4 in 2010 and 18.4 in 2019
      3. 2010 – 6,958 hours brought in to 19,066 hours in 2019
   H. 1st to 2nd year retention rate has slightly increased from 59.1% low in 2004 and 72.3% in 2013 and 66.8% in 2018
      1. Gave props to UNIV101, early reporting, and other measures for this increase
      2. National average is about 71%
      3. Would like to see 75%
   I. Transfer enrollment has decreased somewhat
      1. Top feeder institutions (Ivy Tech and Vincennes) have seen a combined enrollment decline over 30% since Fall 2013, while other top feeder institutions (Illinois Eastern CC system, Southeastern Illinois College, Henderson CC, Madisonville, CC and Owensboro CTC) have seen combined enrollment declines over 18%
      2. Identified students that did not enroll to capture them as transfers
      3. Reverse transfer agreements
      4. Articulation agreements updated to reflect changes in Core 39

J. Freshmen enrollment
1. 2009 = 2,093
2. 2019 = 1,585
3. Last two years has decreased from 1,722 to 1,685 in 2018 and 1,585 in 2019
4. The average freshman class from Fall 2014 to Fall 2019 equals 1,659
K. Indiana HS graduates peaked in 2019 and are predicted to decrease about 10% by 2032
L. Our cost is not an advantage
1. Our sticker price shows our cost (tuition, fees, room & board) is the lowest amongst the 4-year institutions in the state
2. Our average net price (sticker price minus federal, state and institutional aid) for families making less than $48,000 is actually the highest amongst the 4-year publics and second highest for families making $48,000-$75,000. USI is the lowest cost institution for families making more than $75,000.
3. First year to second year retention of students with higher unmet need ($5,000+) is significantly lower at any high school GPA level than any unmet need band less than that amount. Thus, unmet need has a significant impact on retention.
M. Admissions yield – percentage of students that enroll out of those that we admitted
1. We lose more students at the enrollment point if they have more unmet need
N. Strategies
1. Target students within 200-mile radius
a. Most students come from 100-mile radius (70%)
2. Utilize Segment Analysis to target communication based on combination of a student's Educational Neighborhood cluster and High School cluster.
3. Considering going test option admission policies (i.e. not requiring ACT/SAT scores)
4. Increase focus on major-level recruitment efforts.
5. Partnering with Alumni Relations and Volunteer USI
6. Staffing adjustments in University Division made to created three additional academic advisor positions (Pott College of Science, Engineering and Education, College of Liberal Arts and the Romain College of Business)
V. Andy Wright Question Session
A. Up to this point, how would you respond if an individual made the claim that we would not be in a statistically different position if the VP of enrollment management was not established?
1. Previous 5 years we lost 46,000 undergraduate credit hours, but have lost 18,000 undergraduate credit hours since he arrived
2. Changes were made to Rice Scholarship requirements
3. We would likely be in a worse position of the VP of Enrollment Management position was not in existence
B. Have we inflicted a state of analysis paralysis, and can we become nimbler?
1. Andy thinks we need to become nimbler
2. Higher education can be slow in getting things going
C. What held up the nimbleness on the Midwest Student Exchange Program approval?
1. Had to go through different USI bodies for approval of the Midwest Student Exchange Program
D. What did we do to address the predicted loss of enrollment by the prediction software?
1. More robust software is more expensive
2. Need more communication with enrollees
3. Early alert grades
4. Encouraging students to use USI resources to be successful

5. We are working to involve more partners, such as Student Affairs
E. What are the factors that the prediction software uses to predict retention?
    1. Looks at previous 3-year cohorts
    2. Breaks data into two groups – one to build the model, one to apply model to known data to test model
    3. Looks at high school GPA and other data points – 100 data points in all
F. Where do we need to be for a target number of first-time freshmen?
    1. Realistically, we probably need to have 2,000 freshmen per year
    2. May not be realistic in today's marketplace
    3. Not sure if 2,000 is sustainable by USI resources
    4. 1700-1800 students is a short-term goal of freshmen per year
G. What about students that are not first-time freshmen (transfers, adult learners, etc.)? How are we diversifying our portfolio?
    1. Transfers allowed us to stay stable
    2. IvyTech enrollment dropped 28%, which decreases the pool from which we can recruit transfers
    3. Part of budget hearings was to ask for money for specific work to make a position that focuses on getting adult learners
    4. Focus is now to get back students that have left, but did not finish
H. Comment – It is frustrating that there are barriers that seem to prevent recruitment efforts. Example – current students can't participate in recruiting events unless they go through children protection programs.
    1. Andy indicated that he would look into this
I. You mentioned digital/national marketing like SNHU. What is the cost per student on that?
    1. Need to ask Kendra Strupp?
    2. He doesn't know what the total budget is for digital marketing
    3. He knows that Kendra wants to spend more in this area
J. How do we improve communication between Enrollment Management and faculty other than hearing that we are recruitment and retention officers?
    1. We need to find ways to improve communication
    2. Andy Wright welcomes communication suggestions
K. What is it that your office thinks faculty aren't doing? What do you mean when you say we are recruitment officers? What does your office expect faculty to do?
    1. USI needs to identify/showcase the great work we are already doing
    2. We need to provide undergraduate admissions information that can be shared with prospective students that helps to differentiate us from other colleges/universities
L. Question L was reemphasized
    1. Articulate what differentiates USI from other institutions.
    2. Previous enrollment management committee should be a think tank
M. Why is Liberal Arts not a focus of growth? Would it be beneficial for someone from your office to come and visit departments in the LA college?
    1. Waiting on data to see what areas are good for growth
    2. Dean Beeby is currently working to identify programs in LA that are good for growth
    3. Andy indicated that he would visit departments
N. What types of innovations are your office planning to address the changing market?
    1. Utilizing our College Board connection to better understand our students
        a. Enrollment Planning Service and Segment Analysis
    2. Have targeted messages to what students are concerned about

      3. Need to change our merit and need-based priorities

      4. We are looking at restructuring the merit aid layout and what is offered at what levels

   O. What do you feel the "right size" is for USI?

      1. We've been looking at facilities

      2. It is program-specific

      3. We can't grow by looking at single programs

      4. Ideally 8,000-8,500 undergrads with our current facilities and staffing

VI. Action Items

   A. Remind constituents of Kendra Strupp's visit to Faculty Senate

      1. Have questions to Kenny by 11/8/19

   B. Notify constituents about Dr. Khalilah Doss's (VP of Student Affairs) Town Hall being held on 11/13 at 3pm in Mitchell Auditorium

Meeting adjourned: 4:38