

**Faculty Senate Meeting Agenda**  
**August 27, 2019**  
**Location: LRC Pitlyk Auditorium A (South Campus)**  
**Time: 3:30-5:30 pm**

1. Call to Order.
2. Roll Call.
3. Moment of Silent Reflection.
4. Approval of May Meeting Minutes (5/14/2019).
5. Ruth Evans, FS Senate President: welcome and introduction to the FSEC.
6. President Fred Pestello: report.
7. Provost Chester Gillis: report.
8. Academic Portfolio Review Committee: report by Mark Knuepfer.
9. Budget and Finance Committee: report by Wynne Moskop and Kathy Kienstra.
10. Reports from committees.
11. Reports from Faculty Assemblies and Councils.
12. Old Business.
13. New Business.
14. Announcements:
  - a. New Senator Orientation, date TBD.
  - b. Faculty Senate Kick-Off Dinner, September 11 5.00-9.00 pm, School of Law, Scott Hall.
15. Adjournment.

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**SAINT LOUIS  
UNIVERSITY™**

**Faculty Senate  
Meeting Minutes  
August 27, 2019  
LRC Pitlyk Auditorium A**

- I.** Meeting called to order: 3:34 pm.
- II.** Moment of Silence for incoming students, their learning, our mentoring, education, guidance and advice to new and returning students.
- III.** President's Report: Dr Fred Pestello

President Pestello thanked new senators and welcomed returning senators to the Academic Year.

For the next year, there are Six Academic Priorities which emerge from the strategic plan:

1. Identify centers of Academic Excellence
2. Academic Portfolio Review
3. Equitable and sustainable teaching loads across the university
4. University wide core curriculum
5. Growth in student body
6. Ensuring a positive net return for each academic unit-- no subsidization of units from other units

The President urged that SLU Cannot be excellent at everything (Father Reinert's wisdom ... and suggested that we strive towards "building selective excellence" to become a premier research university. To provide exceptional education, achieve sustainable teaching loads, develop a mission-centered core curriculum, and operate across positive financial outlook.

The President hopes to achieve these goals by:

- Ending a culture of futility that creeps into conversations
- Make key decision about ensure the legacy of the university

- Identify which and what types of programs SLU can afford
- Identify key strengths for the future
- Become the best in scholarship and research
- Implementation of the university wide core curriculum
- Act thoughtfully and fairly
- Re-allocate funds to programs that are doing well or need additional support
- Data that help to identify budget targets for schools and colleges (Process will continue through academic portfolio review, and the Board of Trustees will be following this committee closely)

The President addressed a few rumors:

- Intentional focus of recruitment on STEM students: these are false claims. Many students are choosing STEM and health sciences based on student interests nationally and here at SLU. The humanities and social sciences will be a core part of the university -- and the university will continue to support these programs and majors.

Additional Updates and Efforts:

Continue growth in research through the Research Growth Fund's Big Ideas program

Invest in high student demand in areas such as nursing, STEM, the health sciences. Many programs are large and require additional resources to sustain them.

Faculty can be broadly categorized by three characteristics:

- High research, moderate, and low research active  
There will be efforts made to align teaching load with scholarly activity. Sustainable teaching loads will be developed with some of these metrics in mind.
- Grow graduate programs that are providing positive return. There are a handful of masters programs that can yield revenue growth in the next few years and other programs in later years that show potential for growth.

Cuts and growth will allow university to achieve the university mission and vision based on strategic goals.

Map out a viable, visionary and strategic path that allows the budgetary process to help grow the university.

Sponsored research has grown 9%

Leadership team and faculty have been improved with new hires.

Forbes ranked Saint Louis University 8th best place to work in Missouri:

<https://www.slu.edu/news/2019/june/missouri-eighth-best-place-to-work.php>

<https://www.forbes.com/best-employers-by-state/#4e2f01a0487a>

#### **Q&A:**

Q: Elaborate on centers of excellence, what is the vision?

A: They are not defined now, but Provost will work with Deans and others to define, and identify areas of excellence.

Q: Portfolio review will help, are there others that will help identify centers or areas of excellence?

A: Yes, portfolio review, VP for Research will also help to identify other areas, that allows for new or emerging areas of interest that can support faculty, students and raise the profile of the university.

Q: Is there some kind of metric at play that can cut across the different methods in disciplines that reflect or speak to the variations in teaching loads?

A: Something that needs more thought. One of the current metrics is an average 300 credit hours per faculty member-- some faculty this will be increased and others will be lower than 300. Faculty-Work/assignment/requirements -load per class will also have to be considered.

Q: Will there be an investment in more graduate programs and fewer undergraduate?

A: SLU has around 256 programs, other schools our size have about 150 programs. Some programs will be eliminated, consolidated, or enhanced—this will be the work of the portfolio review committee.

#### **IV. Provost's Report: Chet Gillis**

The University enrolled its largest class ever: 1920 students

To address some increasing class sizes, there will be in the number of classes and sections. This will help students meet many of the pre-requirements needed for some degree programs. There have been some upgrades and additions of software to help get students up to speed in some areas and help alleviate some of the teaching burden and courses students may need to take.

Through several efforts to compete, SLU was able to undercut competitors with the discount rate

University Core Curriculum is making good progress. They hosted a retreat, they are vetting possibilities and models for faculty to consider. The University Core Curriculum will shape generations to come and takes time to develop and implement. The Core Curriculum will help shape the future of SLU education and help create an identity for the University for students.

Portfolio Review Committee: Making key decisions and commitments to the programs at the university.

Leadership Changes: University renewed contract of Tom Burroughs as permanent dean of the College for Public Health and Social Justice. Mark Higgins has stepped down immediately as dean, of Chaifitz School of Business. Provost is working with Business School faculty and leaders to identify a process to select an interim leader immediately and permanent dean long term.

University has hired a search firm for dean searches in the College of Arts & Sciences and Nursing.

University Leadership Committee: Meets regularly to discuss national view of higher education nationally (university endowment, declining student population eligible for college). Other topics include are student issues and interests in other fields, areas, and disciplines that need to be addressed within the university.

**Q&A:**

Q: What is the timeline for academic portfolio review?

A: May 2021 is the deadline for report and recommendations.

Q: If the core is not ready or signed off by all units? Can we ask HLC for more time?

A: HLC will say no and wants to avoid this, likely not an option without penalty.

Q: Fred, you promised resources for the sciences -- how will this happen alongside the dean's search -- can this lead to a failed search?

A: Because STEM is a direction that will take place, and Provost cannot make those decisions and needs to happen with faculty participation.

Q: Faculty portfolios or is it workload policies? Academic affairs has been examining workload policies--- what is the process or stance on the previous workload policies?

A: Deans, Colleges and faculty should revisit existing policies and look for opportunities for revisions. People should be rewarded for what they do best , every faculty member should have some level of research productivity.

Q: While examining what workload policies exists-- are you anticipating any changes to those policies created by departments and schools?

A: We will have to revisit some of them, especially the financial exigencies, we have to address some of the inequities.

Q: How confident are you that there will be funds to support the Core? With no raises, where is the money coming from and are you confident about the money?

A: There is a commitment to the Core's implementation and success, we will sustain it and increase support if necessary, including resources to support faculty and other needs such as training.

## **V. Academic Portfolio Review: Mark Knuepfer**

The Committee was assembled by volunteers from every college, administrators. The data that are accessed comes from the Provost's office. Data allows for deep look at university. It is not clear that the committee has all of the right data currently but the committee will have access to data if there is a need. The committee will review underperforming programs. They will not able to go into great detail on every program. The committee will identify programs that look like they are struggling and the committee will ask for additional information about their program. Academic program review process is a more deep examination of a program. Program directors are allowed to come up with plans for growth. The current work of the committee may lead to a permanent committee, but perhaps can merge with three-other committees that look at academic programs.

Major task: identify under-performing programs, merging programs, and re-branding, those that need to increase enrollment. Committee will make recommendations to the Provost by May 2021 (hopefully sooner). The committee Wants everyone to have a fair opportunity to justify their program and identify strategies that allows them to grow and to become productive programs within the university.

University of Missouri (Mizzou) has undergone process as well as others across the US. Process will allow us to remain viable for many reasons. Committee will help units and deans to assist programs to remain viable.

Email comments, and questions

Committee is structured as two sub-groups, into undergrad and graduate programs.

Next week, they will start going through data to identify metrics to help identify programs that may need attention. The committee wants to move forward in a just and fair manner.

## Q&A:

Q: How is underperforming being defined? That makes many faculty very nervous.

A: Some metrics include: low enrollment is one metric, obsolete program, not of interest to students, very niche programs, committee will help identify those cut-offs and other thresholds. Metrics will be different for graduate and undergraduate programs.

Q: If we are starting with 256 programs is there an end in number of programs or dollar amount that needs to be cut?

A: Currently, no ideal number however, 150 programs seems to be a number the Provost and President think is appropriate for our size university.

Q: When the committee makes recommendations in May, and obtaining rough metrics around October, it will be beneficial to share that information with each unit so they can begin to identify areas to improve. Can the metrics be blown out and shared with everyone to enable faculty to have conversations early, which can help to identify the return on investment?

A: There is a plan to involve faculty at every step. There are not sufficient metrics or data to make some decisions now, everyone with a SLU address will be able to see the information: <https://sites.google.com/a/slu.edu/academic-financial-planning-and-portfolio-review/home>

Q: What structures are in mind for transparency? Google site, reports to let people know what is happening in a timely fashion?

A: A google site, committee email, to add transparency and disseminate information quickly

Q: The word essential was used--how does that match with the metrics? How can our humanistic education measure up with a cost/benefit analysis? How does essence/essential factor in with the metrics?

A: Some cuts have to be made, not able to have every single program we want

Q: The aim should be for excellence --don't play the spreadsheet game

A: Programs will have to find ways to justify themselves and essential has to be part of that justification, some of the justification will be subjective and less objective/quantitative.

Q: If programs say they are essential others somewhere say yes or no, who makes the final decision?

A: Committee makes recommendations and provost makes final decision.

Q: Are School of Medicine graduate programs being evaluated?

A: Yes, even professional programs; don't necessarily agree with provost about graduate programs--graduate programs are expensive.

Q: Understand procedures, develop metrics to locate struggling programs, and communicate with those and request information for them to justify --what kind of working documents are expected to be produced? Memo? Documents? And how will they be shared?

A: Documents will be used to identify or evaluate programs. The specific details about individual programs should not be shared, committee and programs under review should have all of the same data.

Q: Are there earlier steps in the process that allows the Senate to know more about programs under review?

A: Not sure how the committee will decide about how and what information to share about individual programs, individual programs who will be affected will know their program is being reviewed/considered etc. The committee can't envision the details will be shared university wide, but the overall goal is to streamline the university without degrading the educational process for students.

## VI. Governance Committee Report: Kathy Kienstra

Update on Budget and Finance Committee: Update on process by looking at the bylaws, governance structures. We have a faculty senate and not an academic senate. In light of the budget changes at the university, there will be a proposal towards a committee that will allow the Senate to have some functions akin to an academic senate, if this committee works, we can move towards the direction of having an academic senate. The current process is composing the members of the committee representing academic units. Committee will have an advisory role, develop budget and financial plans. This is a Faculty Senate committee to provide multiple perspectives to the administration to be more informed by and to inform the budgetary process of the university, reporting regularly to Faculty Senate.

President is working to prepare a 3-year budget to Board of Trustees by December 2019.



The committee will be composed of voting and no voting members.

**Q&A:**

Q: What will be the process to move things forward quickly to work with president on new budget models due in December?

A: The hope is to be able to find a path to work with faculty members of the committee who are aware of the university process.

**VII. Senate Committees Reports**

Policy Review Committee: Rob Hughes is on a Committee has been established to understand how university policies are formulated and implemented. Committee is comprised of administrators, faculty, students and staff.

Example of some of the work of the committee: non-retaliation policy--each policy with that language has to be in-line with one another.

**VIII. Assembly Reports**

None

**IX. Old Business**

None

**X. New Business**

None

**XI. Announcements:**

Faculty Senate will host a New Senator Orientation. Details will follow.

Faculty Senate Annual Kickoff Dinner: Reception, 5:30, Dinner, 6:30 pm.

There will be revisions and updates to the Faculty Senate website.

**XII. Motion to adjourn made and seconded, meeting adjourned: 4:57 pm.**

Respectfully submitted

Keon Gilbert 9/16/2019