Academic Assembly
December 2, 2019
2:05 – 3:35pm, STCN 130

MINUTES

Attendance: Chris Paul, Heath Spencer, Nalini Iyer, Yancy Dominick, Kirsten Thompson, Frank Shih, Mimi Cheng, Katie Oliveras, Sarah Bee, Marc Cohen, Margit McGuire, Dylan Medina, Patrick Murphy, Terri Clark, Russ Powell, Bryan Adamson, Felipe Anaya, Shane Martin, Kathleen La Voy, Nicole Harrison, Angie Jenkins, Patricia Buschel

Visitors: Mark Cohan

Minutes Taken by Lindsey Nakatani

I.   Review 11-18-19 Minutes   **2:05 – 2:06**

a.   **VOTE** APPROVE: 14, ABSTENTIONS: 1, OPPOSED: 0

I.   Motion is passed – AcA 11/18/19 Meeting Minutes Approved

II.   Provost Update   **2:06 – 2:07**

a.   The quarter has progressed quickly, and a lot of excellent work has been done. The Provost wishes all faculty and staff the best for their remaining projects, classes and work, through the remainder of the quarter.

III. CFO Wilson Garone Introduction & Discussion on University Budget   **2:07 – 2:40**

a.   ***Mr. Wilson Garone Self-Introduction:*** The Chief Financial Officer (CFO) is looking forward to working with the new Budget Advisory Committee of the AcA. Mr. Garone is originally from Brazil. He moved to Seattle to join Microsoft in the Sales and Marketing Division where he worked for 22 years and reported to the CFO & CEO. Mr. Garone joined Seattle University four months ago. Mr. Garone was very inspired and drawn to Seattle University's core values. Mr. Garone's family has a long history of working for higher education institutions, and therefore Mr. Garone has long been interested in joining a university community.

b.   ***Budget Update:*** The first important item to consider is how the university financial situation closed in previous years. At closure of the 2018 Financial Year (FY 18) Seattle University closed with a loss of $3.2 million. At closure of FY 19 Seattle University closed with a loss of $2.3 million. Expenses of the university continue to grow, while revenue streams remain stagnant. At a meeting with a key donor, the M. J. Murdock Charitable Trust, Murdock presented a peer comparison of universities. Seattle University is a very tuition dependent institution. In comparison to our peer universities, for FY 19, we were one of the few institutions that had operating losses. So far, the FY 20 has had challenges of its own, the most substantial being the

drop in enrollment. The university was 204 students short of its enrollment estimations which caused a $6 million dollar budget shortfall at the beginning of the year. Breakdown of the loss: $4 million short in undergrad, $2 million short in grad.

c. ***Changes to the Budget Process:*** At the beginning of the year, the decision was made *not* to ask individual departments to make cuts to balance the budget. This was mainly due to the concern that these cuts would cause major disruptions of normal university operations. Instead small changes and one-time adjustments were made to cover the budget shortage. The FY 20 budget is now balanced. However, the FY 20 budget does currently have a projected loss of $3.8 million. Looking forward to the budget structure for FY 21; Mr. Garone noticed there was a consistent voice during his interview process articulating an immediate need for budget process improvements. FY 21 is the now the primary focus. It is the Board of Trustees' (BOT) view that the university must reach a point where it is no longer losing money or drawing off its endowments to fund the university. A multi-year plan is needed. The BOT and the Seattle University governance has created the Strategic Directions document with these goals and other visions in mind. The main questions are: What is Seattle University moving towards? Who do we want to be as an institution?

d. ***Development of Enrollment Strategy:*** The current demographics, at large, do not favor higher education. The strategic partner that Seattle University was working with on enrollment strategies was, unfortunately, not proving effective. Last year the University decided to move its business to Maguire Associates. With consultation from Maguire Associates, Seattle University is now looking into new pockets of students to market to with the following strategic questions in mind: What is the shape of the class that we want? Who are we trying to attract? How does our pricing compare to that of our peers? What changes can be made to the deployment of financial aid? (Murdock presented the idea that financial aid distribution could be adjusted to favor more students.)

e. ***Key Challenges, Concerns & Changes:***
    I. Budgets will now be constructed as multi-year plans (approx. five-years)
    II. How are resources deployed across the university? Are the right resources being distributed in the right places?
    III. The current situation is detailed and complicated and will take long-term investment to resolve. The budget challenges will not be resolved in one academic year.

IV. How is space going to be made for investment into the Strategic Plan? Community wide commitment will be essential to the structuring and success of the plan.

V. How are resources going to be applied to support the Strategic Directions document?

VI. Re-Invention of the Operating Model of Community Investment: How can responsibilities be re-assigned to give budget managers more incentive to bring in more revenue for the university? What kind of incentives can be given to encourage community-wide involvement in supporting the Strategic Directions document?

f. *Questions and Discussion:*

I. How do we assess the attitude towards the University as a whole? What is our image? How do we attract students who know nothing about us? How do we go about being the University we want to be? How well is Seattle University connected to the city? Visibility within the city and attracting more students is a major challenge. Data collected from the current class is still being analyzed.

II. Looking at different demographics, what is the algorithm we will be using to balance advertising to different communities that may not be able to afford tuition? In consultation with Maguire Associates there is research into the possibility of re-allocating financial aid to better assist a wider range of needful students. How are we going to allocate our recruiting funds? Data gathering, and the assistance of Maguire Associates has been exceptionally helpfully in finding new ways to structure resources and address these recruiting/enrollment questions.

III. Responsibility Centered Management (RCM) Model - How will we adjust/remain flexible to these longer 5-year budget plans? We will extend the visibility and estimations forward each year to help create accurate estimations. We will give incentives to revenue units to properly manage revenue and expenses i.e. if improvement is made to operational margins, those returns can then be reinvested back into their respective programs.

IV. Does the Strategic Directions plan have any specific guidance regarding how to reach out to different demographics/groups of potential students? As we build the enrollment strategy we need to define the shape of the class, how they value academic quality etc.

V. How is the research into each division and/or program going to happen and who will ultimately be making decisions based upon the research? The first step is to determine where each university program currently stands and how it functions. Compared to our

institutional peers, Seattle University has more programs. Which programs are seeing growth, which ones are not? Where can improvements be made?

    VI. AcA will receive a budget summary document from Mr. Garone.

IV.   Presidential Search Committee & AcA's Role   **2:40 – 2:50**

a. Should the ConC (5 members) or AcA (21 members) make selections of members for the Presidential Search Committee? Response by AcA members: AcA, the whole body of 21 members, will make the collective decision.

b. AcA will appoint at least 6 T/TT names (possibly and likely 8, unranked), and 2 NTT names (delegating 2 other NTT names to the NTT committee).

c. The deadline for nominations is January 13th, 2020. AcA membership to issue call for nominations this coming week. Nomination statements should be no more than 150 words and are due by January 8th, 2020.

d. Essential Qualities of Nominees/Writing Prompt for Nominees

    I. Are respected by colleagues and co-workers;

    II. Maintain a record of active engagement in university affairs or service;

    III. Exercise good judgment;

    IV. Demonstrate the ability to maintain strict confidentiality;

    V. Demonstrate the ability to work collaboratively with others; and

    VI. Are willing to devote the time necessary to the process.

e. Does this work move to the Committee on Committees or does it stay with the AcA at large? AcA has decided to keep the work with the larger body.

f. Possibility that this vote will be conducted offline. Candidate submissions will be posted to AcA Canvas for review.

g. Ground Rules: AcA members may *either* vote *or* run as a candidate in the election, not both. Co-Chairs of the committee will be responsible for making sure that faculty diversity is accurately represented by the committee membership.

h. *Discussion/Questions:* Should a conversation be held within the AcA before voting to bring to light any individual nominees' unknown merits? Or should the decision be based solely upon their personal statements submitted to the AcA? There will be one list for NTT nominees and one for TT nominees.

i. The call for nominations should include the following format: Name, Title, College, Years at SU. Solicitation to be made by the AcA and the Office of the Provost.

    j.   Concern raised that some of the bulleted items to be answered by the candidates are a little unorthodox to leave to self-evaluation.

V.   Faculty Handbook Update (Kirsten Thompson)   **2:50 – 2:57**

    a.   The Faculty Handbook Committee (FHC) has only met once this quarter so far. Onboarding of new members has taken longer than anticipated.

    b.   *Frist Meeting Overview:*

        I.   Reviewed and drafted a timeline for the work on the faculty handbook, focused particularly in the areas of: workload, merit-pay and NTT.

        II.   The timeline was presented to the Provost for feedback.

    c.   There are two pending matters before the committee to be voted upon:

        I.   1) The "Chris Paul" Proposal– proposed change to language would read as follows, "In colleges and schools with Department Chairs, these ==Chairs are appointed by the Deans after consultation with the Provost and, at a minimum, with the full-time department faculty members==."

        II.   2) The "Tyra Roth" Proposal – proposed change to language would read as follows, "==Any faculty member (including professional librarians and administrators holding academic rank), with the written endorsement of ten additional faculty members==."

    d.   Larger questions to be considered: What are the respective rights and responsibilities given to different faculty at SU? Should a task force be created to address the question of defining workload and responsibilities? Should incremental changes be made before the larger questions and challenges are addressed? The question of incremental change will be determined by the completion of the conversation and the subsequent vote of the FHC at their next meeting.

VI.   NTT Faculty Steering Committee Update – Guests: Stacey Jones & Brenda Bourns   **2:57 – 3:05**

    a.   *What has been Achieved:*

        I.   An NTT ListServ was created.

        II.   Salary increase advocacy for the NTT faculty.

        III.   Creation of the NTT Faculty Development Funds, totaling $20,000 allocated for research & development purposes.

        IV.   Parking reimbursements for part-time faculty commuting to Seattle University.

        V.   Participated in the Strategic Planning work. Wrote an open letter to the Strategic Planning Committee after gaining feedback from open fora and group discussions with NTT Faculty.

VI. Successfully held an election for two part-time NTT representatives to the AcA.

b. *Current Projects* – Re-Structuring of the Titles and Promotions Processes for NTT Faculty

I. Currently there is a concerning lack of clarity and consistency surrounding existing processes, across all colleges and schools. It is unclear what the career trajectory is for NTT faculty members that have made longer time commitments to Seattle University.

II. There is a clear intersection of existing AcA committee discussions and the current work of the NTT Steering Committee. The work of the NTT Steering Committee falls under the larger question of how we evaluate the complimentary and unique contributions of different types of faculty? I.e. Every college uses the "Clinical Professor" title differently, therefore there is no consistency to the language or understanding of hour requirements.

III. Next Steps for the NTT Committee – Committee to hold open fora for NTT faculty in the WQ and SQ to get feedback and opinions.

IV. Committee Governance – The NTT Committee will be looking to the ConC for guidance and instruction on establishing the NTT Steering Committee bylaws.

V. The oddity of the current language around expectations for instructor vs. clinical professor vs. lecturer etc. should be under strong consideration by the NTT Steering Committee during their work.

VI. Coordination of efforts should be addressed. The College of Nursing has a sub committee already examining the "clinical professorship" at their college level, as does the College of Education.

VII. The NTT Steering Committee should present quarterly to the AcA. And conversely the NTT Steering Committee members can be a sounding board for questions that arise in AcA discussions.

VII. AcA Business **3:05 – 3:25**

a. *Committee on Committees Update and Confirmation of Committee Member Selections*

I. Update from Sara Bee: Candidates have been gathered for Budget Advisory, Mission Day Planning, VP Enrollment Services and URTC.

II. Confirmation for URTC Members: APPROVE:15, OPPOSED:0, ABSTENTIONS: 1

i. Motion is passed – URTC committee membership approved

ii. **Proposed Members** *(Frist, Last, College/School, Dept., Term):* Eric Bahuaud CSE Math Assoc, Kristi Lee COE Counseling Assoc, Mark MacLean CSE Math Full, Jodi

O'Brien CAS Sociology Full, Margit McGuire COE Teacher Education Full, David Boness CSE Physics Full

    iii. **Current Members** *(Frist, Last, College/School, Dept., Term)*: Anita Jablonski CON Nursing Assoc, Sharon Suh CAS Theology and religious studies Full, Michael Trice STM Center for Religious Wisdom and World Affairs Assoc, Mark Chinen Law Contracts/international law Full, Dave Arnesen ASB Business Law Full

III. Confirmation for Mission Day Planning: APPROVE: 15, OPPOSED: 0, ABSTENSTIONS: 0

    i. Motion is passed – Mission Day Planning committee membership approved

    ii. **Proposed Members** *(Frist, Last, College/School, Dept., Term):* Heidi Liere CAS Ecology and Evolutionary Biology Asst

IV. Confirmation for Budget Advisory: APPROVE: 14, OPPOSED: 0, ABSTENSIONS: 2

    i. Motion is passed – Budget Advisory committee membership approved

    ii. **Proposed Members** *(Frist, Last, College/School, Dept., Term):* Stacey Jones ASB Economics Sr Inst Indeterminate, Mark Chinen LAW Full Indeterminate, Andy Kim CSE Physics Assoc Indeterminate, Russell Powell LAW Full Indeterminate, Sarah Bee Albers Accounting Sr Inst Indeterminate

V. Confirmation for VP Enrollment Services Search Committee: APPROVE: 15, OPPOSED: 0, ABSTENSIONS: 0

    i. Motion is passed – VP for Enrollment Services search committee membership approved

    ii. **Proposed Members** *(Frist, Last, College/School, Dept., Term):* Wan D Bae CSE Computer Sci Assoc, Frank Shih CSE Mech Engr Assoc

b. ***Affirm AcA AY19-20 Priorities of Workload, Evaluation, and NTT issues***

I. Subcommittees (1 each for workload and evaluations) will be created to gather information on the current practices, issues, constraints and best-practices surrounding workload and evaluations and then make recommendations for improvements based upon said research. The subcommittees will the update the AcA monthly (time permitting) and the AcA will discuss the progress.

II. For work regarding NTT Issues, the AcA will work with NTT committee as needed.

III. Should the subcommittees be made of current AcA members? Yes, subcommittees should be current AcA members.

IV. How is this work to be conducted without the decision about a semesters system being made yet? The work should be of a high enough level to address both a semester and quarter system. The strategic directions document rollout will have a call and process to examine the semester decision and a task force will make a recommendation to the president by October 2020. Provost will engage more with the AcA in January about this process, how the question is going to be addressed and how all factors will be considered. The research done on workloads and evaluations could help inform the decision about semesters.

V. The proposed work timeline is 6 months. The first goal is to set up the charges of the subcommittees and populate the committee memberships. Second step will be to move into data gathering.

VIII. AcA Website Rollout   **3:25 – 3:35**

a. Presentation by Lindsey Nakatani of the beta of a new Academic Assembly home webpage.

b. The external canvas group will be discontinued and will be replaced by the new AcA Webpage.