University of Idaho
2012-2013 FACULTY SENATE AGENDA

Meeting #5

3:30 4:00 p.m. - Tuesday, September 25, 2012
Brink Hall Faculty Lounge
IWC Room 390 – Boise
213 – Coeur d’Alene
TAB 321B IF4 – Idaho Falls

Order of Business

I. Call to Order.

II. Minutes.
   • Minutes of the 2012-13 Faculty Senate Meeting #4, September 18, 2012

III. Chair’s Report.

IV. Provost’s Report.

V. Other Announcements and Communications.
   
   Greg Walters, Human Resources:
   • Talent Management System
   • Reclassification/Compensation Task Force
   • Criminal Background Checks

VI. Committee Reports.

VII. Special Orders.

VIII. Unfinished Business and General Orders.

IX. New Business.

X. Adjournment.

Professor Kenton Bird, Chair 2012-2013, Faculty Senate

Attachments: Minutes of 2012-2013 FS Meeting #4
University of Idaho  
Faculty Senate Meeting Minutes  
2012-2013 Meeting #4, Tuesday, September 18, 2012

Present: Aiken, Baillargeon, Baker (w/o vote), Bathurst, Bird (Chair), Cobb, Eckwright (w/o vote), Flores, Frey, Goddard, Hartzell, Hasko, Karsky, Kennelly, Manic (Idaho Falls), Miller, Morra, Pendegrift, Safaii, Smith, Strawn, Stuntzner (Coeur d’Alene), Teal  
Absent: Budwig, Hopper, Ostrom, Qualls, Ytreberg  
Guests: 6

A quorum being present, Senate Chair Bird called the meeting to order at 3:30PM. The Chair welcomed senators and guests, including reporters from both the Argonaut and the Moscow-Pullman Daily News.

Minutes: It was moved and seconded (Cobb, Kennelly) to approve the minutes of meeting #3. Approved.

Chair’s Report. The Chair reported on the following items:

- A celebration of life will be held for Professor Greg Halloran on Tuesday, September 25 at 3PM in PEB 110 (dance studio) which conflicts with senate’s normal meeting time. It was moved and seconded (Goddard, Pendegrift) to begin our meeting at 4PM to enable everyone to attend. Motion carried. Professor Halloran served on Faculty Senate from 2010-2012.
- Senate will meet at 4PM on Tuesday, September 25, in an abbreviated session. We will have one guest speaker, Greg Walters, executive director of human resources.
- Chair Bird and vice-chair Hartzell met with Jack McIver, vice-president for research and economic development. Discussion focused on conflict-of-interest policy and other topics.
- Senate leadership (Bird, Hartzell, Eckwright) met with student leaders from Associated Students of the University of Idaho (ASUI), Graduate and Professional Student Association (GPSA) and Student Bar Association (SBA) last week to discuss the proposed campus-wide smoking ban and other topics.
- Senate leadership met with Steve Neiheisel, assistant vice-president for enrollment management, in preparation for today’s meeting.
- Chair Bird met with the chairs of two senate committees, Safety and Loss-Control and Faculty Affairs, to follow-up on matters raised by senators at the August retreat.
- Chair Bird attended the President’s cabinet today where discussion focused on the following items:
  - Performance-based funding initiative (PBFI).
  - Proposed campus-wide smoking ban.
  - University of Idaho’s 125th anniversary is in 2014. A task force is being formed to plan the observance for this occasion and volunteers are welcome. Please contact Chair Bird if you are interested in serving.
- The French Film Festival begins today and continues for the next five weeks at the Kenworthy Performing Arts Center in downtown Moscow. Local sponsorship for the festival includes a number of U-Idaho units and programs, with additional sponsorship from WSU. For more information: http://www.uidaho.edu/class/mlc/information/french-film-festival

Provost’s Report. Provost Baker reported on the following items:

- Provost Baker recently returned from a trip to China exploring partnership opportunities and how to attract more students and research to the University of Idaho.
- The Idaho State Board of Education (SBOE) is interested in taking three areas of focus to the legislature:
  - Performance-based funding: universities and colleges have been asked to develop appropriate measures for their institutions, potentially including criteria such as graduation rates and research, for examples. Future funding may be based on meeting the criteria.
o Equity funding proposal: this enrollment adjustment model provides additional resources for teaching and was partially funded this past year. The proposal will be going forward to the legislature this year despite a previous equity agreement in 2007 that was intended to resolve the matter permanently.

o Complete College Idaho plan: this SBOE initiative addresses concerns about the low number of Idaho high school students who go on to complete a college degree or certificate. Deans Katherine Aiken, Corrine Mantle-Bromley, faculty from English, Math and other educators, put together a very well-written funding proposal that focuses on improving the “pipeline” between high school students and higher education.

- President Nellis is in Boise today meeting with key executives and legislators about the following: top priority of increasing salaries for faculty and staff; funding for the expansion of the WWAMI (Washington, Wyoming, Alaska, Montana, Idaho) medical education program in Idaho; and funding for offering the College of Law’s 2nd year program in Boise.

- The President’s leadership retreat is on Wednesday this week. The retreat will focus on: safety issues, the strategic plan and its implementation, and the inter-relationships among enrollment research, and budget.

- The Palouse Confluence Task Force, representing higher education, government and economic development interests in the area, met this week to discuss a variety of issues including how to recruit and retain faculty and staff in the local communities.

Chair Bird then introduced guests Steve Neiheisel, assistant vice-president for enrollment management, and Cezar Mesquita, director of admissions (undergraduate). Dr. Neiheisel is beginning his 5th year at the University of Idaho and Mr. Mesquita has been at U-Idaho just under two months. Dr. Neiheisel began by reminding senators that SBOE has changed the reporting date for enrollment figures from day 10 of the semester to October 15 and that this year’s figures will include dual-enrollment students. He noted that he would be pleased to revisit senate after October 15 for a conversation about this year’s enrollment figures. Dr. Neiheisel then briefly discussed the following:

- Mission and roles of enrollment management: this is an ongoing institutional process, not a “plan.”
- Fiscal reset in FY10: U-Idaho reduced the numbers of WUE (Western Undergraduate Exchange) awards and out-of-state tuition waivers which resulted in non-resident students paying for their education at a sustainable rate.
- Recruitment and outreach: University of Idaho has increased its recruiting presence in other states. Recruitment efforts for 2014 will begin in November 2012.
- Collaboration and engagement: Vandal Fridays are hugely successful events with 90% of attendees enrolling at U-Idaho.
- Targeting academic programs: colleges are examining specific areas for growth implications in relation to other goals.
- Enrollment trends, 2002-2011: enrollment has fluctuated over ten years, with peak enrollment in 2003, followed by 4 years of decline and then 4 years of increases. Fall 2012 will show a decline. The largest freshmen class was in 2009-2010; largest group of transfer students enrolled in 2011-2012. In 2012 we will be up in freshmen numbers but down in transfer students.
- A key to enrollment growth is to identify populations – graduate, undergraduate, in-state, out-of-state, freshmen, honors – and then decide whether we want more applicants, a better yield, or to target a different geographic area, and so on.

Dr. Neiheisel, Mr. Mesquita and Provost Baker responded to the following questions from senators:

*The President has a plan to expand enrollment to 16,000 students. What staff work has been done to determine the feasibility of reaching that target and what capital investments are needed in order to...*
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make that happen? For examples, where will these students live, do we have enough classroom space, on so on? We are at a point where we are concerned about capacity – moving from 12,000 to 16,000 is a big jump – but we have not formally begun planning for that increase. A key to the planning has to do with the mix of students. Our current mix of new students is half freshmen, a quarter transfers, and a quarter graduate students. If we make changes to these ratios it has an impact on the institution. For example, our current new student ratio of freshmen to transfer students is 2-1; if we target these figures and decide to change the mix to a 1:1 or 3:2 ratio, there would be a much lower impact on general education and housing.

What happens if we grow to 16,000 but we do not achieve the “right mix” and for example, we have the classrooms we need but not enough faculty and staff? We have to manage this well because if we have growth but not the right mix we will not have the money to continue growing. If we make a decision to develop an expensive program that will lose money, then we have to figure out how we will offset that loss elsewhere. But until we make the decision to develop or grow a program, we cannot make any other plans relating to the physical plant, staffing and so on.

You mentioned that our former model for non-residential student revenue is non-sustainable. Is that true for residential students, as well? The state subsidizes in-state students but not out-of-state students and we do not collect enough from out-of-state students to compensate for the lack of a subsidy.

If we dramatically increase the numbers of in-state students will the state pay us for them? State funding is not based on per student revenue and if we grow our in-state student enrollment significantly we will not necessarily get additional state funding for them.

Given that we do not necessarily get additional funds from the state to support an increase in students why is it a fiscally good idea to grow our in-state enrollment? It is part of our mission to serve in-state students and out-of-state students help support in-state growth. Our cost for educating a student is $12-13,000/year and tuition and fees are $6,000/year so without state support we lose money. In the past the state provided an enrollment-workload adjustment and if we grew we got more money, but the state has not funded the adjustment in recent years and it may not be funded in the future.

What are the consequences of not reaching the current growth model for enrollment? Head count is not the only variable to consider. We have experienced a slight decrease in student numbers but we have had a significant increase in revenue. Now we need to build, over time, a new fiscal model where we are not discounting our price through waivers and we return to the norms of our peers.

Could you discuss graduate student enrollment? The office of enrollment management oversees undergraduate enrollment while graduate enrollment runs on an entirely different fiscal model. Graduate students are explicitly program- and resource-dependent and thus coordination of graduate enrollment is a much more challenging issue, one that Dr. Neiheisel discusses frequently with Jie Chen, dean of the College of Graduate Studies.

What plans do we have for enrollment in the professional masters’ degree programs (technical-professional series) which are basically the same as undergraduate programs but at graduate level? The professional masters’ degrees are different from those involving research and these professional degrees will be part of the discussion when we talk about our program base. It is also a program-specific issue and the deans have worked with faculty in their colleges to identify which programs may or may not be able to grow.
As we look to increase student enrollment are we balancing that discussion with attention to maintaining high quality programs? We need to have top quality programs as we grow enrollment. Yes, we need to look at our average GPAs, test scores and admission standards. Student success, graduation rates and retention rates need to form our identity. The quality issue in the enrollment process grows the institution and needs to be the base we establish and at the forefront of the conversation going forward. Enrollment management may be viewed as having three dials: more (students), better (academically qualified students), and cheaper (give students the right mix of financial aid). If we make any movement on one dial it likely will have a direct effect on another.

What criteria are you using to determine which programs to grow? The provost has asked the colleges to consider strategic growth and questions relating to student demand for particular programs. For example, a unit may have the best program in the world, but if there is no student demand, then why grow it? Or there may be some popular programs that are not in a college’s best interests to grow.

When determining which programs to grow we need to factor in those programs that successfully enable students to get good jobs after graduation. Do we have data to support that discussion? Senator Baillargeon, in her role as assistant director for institutional research and assessment, was able to respond to this question saying some programs do have that data, but as an institution we do not collect that information.

Will a different fiscal model change the overall character of the institution? For example, if we bring in more out-of-state students with lower academic profiles, what effect does that have on the institution? We will be addressing this with Keith Ickes, executive director for planning and budget and Jack McIver, vice president for research and economic development, at tomorrow’s leadership retreat. The intersection of research, revenue and enrollment need to drive the institution.

How are the U-Idaho centers engaged in enrollment planning? The centers are critical to enrollment planning. Center vice-presidents have met with college deans to better coordinate center programs with colleges. The key to the centers is program mix and we are focusing on growing that as part of the overall discussion.

What are the institutional plans for long-term growth? In our discussions about the strategic plan this round we are also including “enablers,” which are the resources we need in order to accomplish our goals. In regard to classrooms, for example, it appears that we have plenty of them to serve more than 16,000 students but they may not be configured adequately for our needs – some require additional technology, others may be too small.

Chair Bird thanked guests for the productive discussion. The Chair then asked senators if any had committee reports to present. Senators informed the assembly that the University Budget and Finance Committee (UBFC) would be meeting later this week; and that the Safety & Loss-Control Committee has been meeting and will be addressing the question of a “smoke-free” campus and other issues.

Adjournment: It was moved and seconded (Smith, Goddard) to adjourn at 4:46PM. Approved unanimously.

Respectfully submitted,

Gail Z. Eckwright
Faculty Secretary and Secretary to Faculty Senate
Faculty Senate

Human Resources Presentation

September 25, 2012

Talent Management System

In response to an outdated, inefficient and in some cases, non-compliant Applicant Tracking System (ATS), the University is moving to PeopleAdmin an online application and applicant tracking system used in hundreds of schools around the country. From the moment a search is initiated through an individual’s job offer, this system will better meet our collective needs. Suzette Yaezenko will describe the benefits of our upcoming “talent management system.”

http://www.peopleadmin.com/

Reclassification/Compensation Task Force

Also in response to an inadequate and poorly structured (for classified staff) or non-existent (for non-faculty exempt staff) classification system, the University with the help of Sibson Consulting is conducting a classification study for all non-faculty positions and the subsequent compensation study to help us measure our wages against the external market and evaluate internal equity for a variety of purposes. Greg Walters will offer a very high-level overview of the reasons for the studies, the process and the likely outcomes.

http://www.sibson.com/

Criminal Background Checks

President Nellis’ ongoing efforts to create as safe a campus environment as possible lead us to increasing the frequency of criminal background checks compared to current practice. Greg will give a quick overview of the changes.