

A special meeting of the 2013-2014 Faculty Senate was called to order at 3:30 p.m. by President De Laet. The following senators were present for all or part of the meeting: Alexander, Courard-Hauri, Dao, Esposito, Fejes, Leroux, McCarthy, Pisarski, Reed, L Reel Schmidt, Schmidt, Simpson, Soltis, Summerville, Swilky, Vandegrift, Vitha, and Wright.

Absent: Sleister, Sidon, Urness

President De Laet opened the meeting with some background regarding the single agenda item. The 2013-2017 Strategic Plan was approved by Faculty Senate in September 2012 and there are a set of revisions which have been proposed. President Maxwell spoke to the body indicating his purpose was to listen, gain input, and provide guidance. He offered an apology for causing any concerns with the proposed revisions which he understands were seen as delivered 'top down'. President Maxwell indicated it was not his intent to withhold anything from the campus community. He would not look to receive an endorsement this spring but rather craft a process to prepare for introducing the revisions in Fall 2014.

President Maxwell offered he had been asked "where did these revisions come from". He indicated that every December he takes time to look back on the plan and, if necessary, propose updates. He spent time on the preamble and notes from the various meetings which crafted the Strategic Plan. Additionally, the Goal Working Group 3 had many comments and issues which brought him to divide Goal 3 into two separate goals. He stressed there was not meant to be a hidden agenda or any image that such an agenda exists. President Maxwell continued stressing that the basic financial model for higher education is not going to be sustainable, even referencing one of the Des Moines Register's front page stories these past few days concerning efficiency studies being planned for the three Regents institutions. Drake is increasingly out of reach for the students who should be here and we need to know what we are going to do about making Drake where they come and learn.

Senator Wright thanked President Maxwell for being in attendance at the special meeting and offered that next year's Senate will work with him on this plan. Senator Wright promised to work with the President. Senator Pisarski stated that as work progresses, communication needs to be made clearer. Senator McCrickerd stated that when she is on Senate she knows what is happening and when she is not on Senate, than she is away from issues. She stated that faculty and the administration need to make sure communication and the University's interests stay a collaborate effort. The individuals not on Senate need to stay involved, although she did not offer a specific solution.

Senator Simpson asked what the current timetable is to have the Administrative Program Review recommendations. The reply was that they are due at the end of April 2014.

Mr. Bruce Gilbert referenced the November 2013 town hall meeting where the financial difficulties were presented. He reminded the body that a committee was formed, yet there has not been an update to the campus from that committee, thus one can see how these things can get misunderstood. Mr. John Rovers offered that when in a short time there is a strategic plan, administrative review and possible academic program review, then persons begin to wonder. Ms. Sandra Patton-Imani stated she would like to hear more rather than just stating there will be communication. President De Laet agreed that it is not just the communication but the transparency of that communication. Mr. Todd Evans shared that he is a member of a group to improve communication and the group has not met. Senator Swilky reflected that there seems to be a lot of effort for faculty to work on committees and he feels this is merely weighing people down without moving towards a result.

Senator Soltis asked to know the biggest priority in the Strategic Plan, is it the new Goal 4. President Maxwell stated yes, the financial model is important, yet he is hesitant to state the others are not important. Senator Alexander asked to know Drake's current state now regarding risks. The reply from President Maxwell is that the immediate risk is

low. He cited that right now there are a record number of applications and yet we have to actually get the students here. Increasingly a number of students are telling Admission that they cannot afford attending a private college. Senator Alexander followed up by asking if Goal IV, Objective C is where the details are and there is time to figure out this situation. Senator McCrickerd offered that one should continue to look at the whole plan, if rethinking is what must be done. She indicated she wanted to be a part of the conversations and people she knows working on these issues. The reality is to want transparency and participation but, without spending a lot of time. So, she continued, either the workloads are cut or we are going to have to have strong faculty governance. Senator Simpson agreed that faculty need to be willing to step up rather than to further themselves from the discussion. Senator Wright signaled an issue, to be cautious of, is that the University's work does not shut down for three months and then come alive when faculty are ready to become involved.

Mr. Knepper asked for clarification concerning the higher education deep financial structural issues which were mentioned. President Maxwell offered that tuition is a major portion of the operating income, then endowment, then an annual fund, which can be unreliable, and the fourth source is the grant income via indirect cost recovery. A fifth source of income is the development of certificate programs for business and industry. President Maxwell continued that there may be the need for a re-alignment of Drake's 12-1 student to faculty ratio as there is actually a 40-1 ratio in the College of Business & Public Administration. This is not sustainable yet it is not appropriate to simply have a default reaction of program eliminations. There needs to be an examination of the under enrolled majors and ask if they can be updated and revitalized. This may include a conversation with Admission to increase the marketing of that program. The conversation needs to include the question of whether or not there are too many faculty. That question must be on the table. He concluded that while we do not like to use the word market in our sentences, it is what our students and families are doing, they are shopping. Mr. Charles Nelson stated that simply because a ratio is low, there may be many hours spent working with those students independently which is what they need, desire and deserve. President Maxwell agreed that one of the most powerful markers of good learning and high impact learning practices is faculty time yet it is not a good economy. Mr. Craig Wrenn offered that his overall sense from the discussion was of efficiencies. He wondered what other metric beyond the ratio should be used. President Maxwell agreed and stated another challenge is the public discourse which sees higher education as expensive period. The need is to measure outcomes and learning.

Ms. Melisa Klimaszewski stressed that faculty should not look at this with fear. This is not the way to operate as the search begins for a new president. She did not think that faculty putting in time is a problem. Senator Vandegrift noted that there are several elected bodies already which could be used for this purpose. It was suggested this may be a way to get started this summer. Dean Wendy Duncan stated there is value in investing in Teaching and Learning which is in the plan and in making the students better learners. Mr. Dennis Goldford wondered if there was reason to change as this may be one of the multiple fiscal cyclical ups and downs during his time at Drake. President Maxwell did not believe that Drake is not close to the point it was in 1985 or 1999. The balance sheet is fine and there is a good bond rating. President Maxwell articulated the different accounting methods which Vice President Newsom is using compared to Vice President Payseur. Ms. Payseur would budget conservatively and then use the surplus. Ms. Newsom strives to have an operating budget with some contingency. These two models are both worthy. The challenge is to change the vectors of income and expense. Mr. Michael Rieck asked about the trend in endowment since the recession. President Maxwell indicated that at the bottom of the recession we were at the \$120 million dollar level and we are now at \$180 million level. He stated he was cautiously optimistic about the current endowment situation.

Senator Swilky remembered a bit of past wisdom in which Drake was challenged to invert the pyramid and pay faculty first. He knows of institutions with large endowments and a staff who could write major foundation grants. He stressed the need to have other forms of enhancements and not go backwards.

Senator Vitha asked if the departmental assessments included the Advancement Office. He asked how we would know that our Advancement office is comparable to others. He noted that Advancement could be perceived as a low

priority since it is within Goal five. President Maxwell indicated that indeed that Advancement Office is included in the review. The higher education industry standard is well above Drake's level of spending of 17cents to 20 cents for one dollar. Senator Vitha offered that perhaps the spending metric should be looking at twenty five cents for a billion return.

Senator De Laet wanted to make sure that faculty workload is not getting stretched and stretched. At some point, the faculty may need to pull back from participation. It is not what is wanted individually and what is taken on collectively needs to be intentional. President Maxwell stressed that the conversation needs to be about sustainable faculty models. He is worried about the present workload not being sustainable.

President De Laet reminded the body that no motion was brought forward for the special meeting. The intent is to allow for faculty feedback. Mr. Gilbert suggested a meeting be set concerning the budget.

Senator Fejes believed today's discussion offered a good start. She suggested this is a good start and perhaps similar to how the UCC received a specific task within their charge for a year. She concluded she saw no reason that Drake cannot work within the timeframe and re-think how we operate.

Senator McCarty suggested this may be a good time to review existing committees to determine if there are overlapping tasks and to avoid the rubber stamp functions.

President De Laet thanked persons for participating in a civil fashion and she welcomed any and all ongoing feedback.

The meeting closed at 4:49 p.m.

Secretary, Nancy Geiger