

The meeting of the 2014-2015 Faculty Senate was called to order at 3:30 p.m. by President David Wright. The following senators were present for all or part of the meeting: Maria Bohorquez, Renae Chesnut, Maria Clapham, Robyn Cooper, Bruce Gilbert, Pat Heaston, Karen Leroux, Craig Owens, Chuck Phillips, Dorothy Pisarski, Eric Saylor, Bart Schmidt, Joseph Schneider, Miguel Schor, LouAnn Simpson Bob Soltis, Keith Summerville, Jody Swilky, Timothy Urness, Craige Wrenn and David Wright.

Absent: Matt Esposito, Maria Valdovinos

The May 2014 meeting minutes were accepted.

#### President Maxwell Report:

President Maxwell welcomed the faculty back to Senate and proceeded with an update concerning the Administrative Program Review. He has charged the Goal Working Group 2 (GWG2) with supplying recommendations during this academic year. *Secretary's Note: the full charge is posted on the website and listed below in italics.*

- I. *GOAL: The over-arching goal of the APR is to find ways to reduce the costs of the University's administrative operations—including academic administration but excluding instruction—while maintaining and/or enhancing quality of service, so that resources currently expended on operations can be directed toward the University's strategic goals. GWG2 will identify opportunities for greater efficiencies (i.e., same or better quality for less cost) in administrative operations and, where possible, to increase the level of administrative services to the Drake community*
- II. *APPROACH*
  - a. *Identify an appropriate set of metrics by which cost-effectiveness will be measured (e.g., FTE employees in unit per student; dollars spent per student, etc).*
  - b. *Identify the benchmarks against which Drake's metrics will be measured (our current "peer group?")*
  - c. *Where gaps (between Drake's metrics and those of the benchmark group) are revealed, identify those areas in which operations can be reconfigured to lower costs*
  - d. *Create a campus-based program to encourage faculty and staff to identify innovative opportunities for greater efficiency and cost-savings*
  - e. *In collaboration with the Vice President for Finance & Administration and the Assoc. V.P. for Administration, explore areas in which outsourcing or collaboration with other institutions (e.g., purchasing cooperatives) would provide meaningful cost reduction*
  - f. *Hold regular open meetings (all-campus? Unit?) to ensure that process is transparent and that all stakeholders have opportunity for input*
- III. *RESOURCES*
  - a. *Review and recommend, as deemed appropriate, the findings in Larry Goldstein's final report*
  - b. *Determine the extent to which the Office of Institutional Research has the time and capability to support both the design and the implementation of the review process*
  - c. *Determine whether the assistance of an outside consultant would be helpful in designing the process and/or providing relevant information*
- IV. *TIMELINE*
  - a. *GWG2 will make preliminary recommendations and projections to the Senior Advisory Council (SAC) by Dec 1, 2014.*
  - b. *The final report from GWG2 will be submitted on or before February 16, 2015.*
  - c. *On the basis of discussions with SAC, the President's Cabinet will make final decisions on the recommendations*

President Maxwell wanted to make clear that this process is not about specifically decreasing the number of persons employed at Drake. The overarching goal is to reduce the cost of delivering the Drake quality product. Senator Keith

Summerville is one of the co-chairs. Senator Summerville noted that their meeting minutes are posted within the Strategic Plan website found in blueView. The GWG2 is not a decision making body. It is a recommending body to the Senior Advisory Council. He also stated that it will take some time to collect good qualitative and quantitative data. He emphasized their work will be as transparent as possible.

Senator Phillips asked if tracking is happening of the administrative changes which have taken place as a result of the Strategic Plan. President Maxwell indicated that yes. This communication is in the form of progress reports. He concluded with reminding the group of why this process is happening and that is that Drake is spending too much money operationally

and those dollars need to be reallocated to students and their learning. Additionally, Drake needs to ethically use the money which is donated and paid via tuition.

President Maxwell continued with remarks concerning Drake's financial position. He stated that we are in good financial position yet we are cutting it close. The Distinctly Drake campaign will close soon. There has been almost \$185 million raised of the \$200 million dollar goal. The future for Drake is to serve an entering class of 1000 undergraduates, maintaining the current student/faculty ratio and the "high-touch" of teaching and learning. He stated that the 125 to 150 additional undergraduates will not be enrolled all at once. There will be a multi-year enrollment expansion as new programs begin. The enrollment challenge will be the greatest in the sciences due to current state of the existing facilities. Currently the percentage of non-STEM interested students who visit Drake and do not enroll is decreasing while the percentage of STEM interested students who visit Drake and do not enroll is increasing.

Senator Saylor asked about the source of knowing that future students and families are declining to attend based on our current facilities. President Maxwell, Senator Summerville and Dean Joe Lenz replied with comments. They cited follow up ACT surveys and direct personal and email contacts. The students and families heavily cite the facilities as their reason for discontinuing their interest in enrolling in Drake University.

#### Provost Jones Report

Provost Jones shared a summary of the discussion about the health sciences building, the general sciences facilities upgrade and the national level of STEM (with education) interest here locally. She has engaged the Deans in a discussion of majors which are 'hot' nationally and reviewed them with the mind set of "what fits Drake". There have been feasibility studies and business models created by Drake personnel which are impressive and have looked out over the next five years. The majors currently being promoted are: data analytics, kinesiology, athletic training endorsements and occupational therapy.

There will be a Board of Trustee presentation this October on the STEM Initiatives which includes the refurbishing of Harvey Ingham and two additional phases of construction and renovations.

Senator Wrenn shared with Senate a motion which the College of Pharmacy and Health Sciences passed September 16, 2014. He indicated it was an interesting debate and he believed many persons expressed concerns about resources, basic space, comprehensive budget and class size irrespective of their vote on the motion.

*Motion: The faculty of the CPHS support taking the next step in development of the pre-OTD+OTD program and the AT program (i.e. hiring a program director for each program). CPHS faculty approval is contingent on the following stipulations:*

- *Appropriate space (classrooms, labs offices) is procured, or planned to be available in a timely manner*
- *Draft budgets are approved (with all the personnel, equipment, etc.), with a commitment to revise based on analysis of program director*
- *Class sizes do not exceed those in the proposals, or as deemed appropriate by the program director*
- *A detailed program plan, budget and curriculum is developed by each program director, and brought to faculty for approval before programs are offered by CPHS*

*Amendment: Any new program must be independent of the current financial and physical resources of CPHS.*

Provost Jones thanked Senator Wrenn for his remarks and sharing the CPHS faculty motion.

Senator Clapham asked what will be the next steps. President Maxwell stated that of the \$65 million project there will be \$30 to \$35 million in bond debt. One of the October Board of Trustee agenda items will be to get their approval and move toward some construction starting in Summer 2015. In response to a question, President Maxwell stated the Board of Trustees will be asked to (1) approve the construction, which might begin in Summer 2015, which is listed as Phase II and (2) the overall project funding. Additionally, Provost Jones will ask for Board approval of the new programs.

Senator Owens noted that national data also states that STEM students need courses outside the direct STEM disciplines. He asked if the non-STEM discipline impacts were considered. Senator Soltis noted the athletic related programs and occupational therapy offering needs personnel hired and a curriculum created. These have not yet started. He also expressed concern that without complete planning there could quickly become an imbalance within the existing offering within the CPHS. Provost Jones noted that what she has observed at Drake is that students have more than one major and this can be capitalized.

Senator Chesnut asked if the new building and space is expected to be sufficient for current and new programs. She indicated she is excited about Drake having new offerings but is concerned. Provost Jones replied that it is expected to be enough space. President Maxwell indicated that there have been two visits from architects and during the second visit the question was asked “what is needed” rather than “what is wanted” which shaped the first visit. Vice President Newsom stated there is intent within the whole project to have classrooms shared.

Senator Heaston offered two comments. He believed Drake’s mission is to integrate the liberal arts with professional disciplines and he believes that needs to be done better. He stated he is always concerned about the liberal arts. Also, noting the prospective location of the School of Education, he wondered if there will be a chance for Drake to become a leader in training science educators. He wondered if this can be an area at both the undergraduate and graduate level for differentiation. Senator Swilky expressed concern about existing majors and the Drake Curriculum when nationally ‘hot’ majors are getting so much focus. Provost Jones offered that Dean Rod Henshaw and Dean Janet McMahill are involved in a state wide initiative to increase STEM in secondary schools.

Senator Owens noted that as a university which is flexible one task is to find ways to serve students who are not a declared major of our individual discipline and to continue to count ways in which we do what we do. He noted that sees several areas of opportunities in these programs. Provost Jones agreed and emphasized the need to embrace these real opportunities.

President Wright Report:

Olivia O’Hea, Student Senate Liaison, was introduced. She offered that Student Senate has outlined their year by identifying sixty priority items. Student Senate has been active with the Public Safety Office and the One Card Project and they hope to have more entrance doors activated for Olmsted and the Fine Arts Center yet this semester.

As a preview to the Budget Town Hall meeting, to be held tomorrow, Vice President Deb Newsom shared some highlights. The Fiscal Year 2014 (FY14) budget was the first year of the new budgeting model. Thus, there are some dollar amounts which may seem to have shifted, so stated Ms. Newsom. Also, the HyVee sponsorship of the Drake Relays affects some year to year comparisons. She commented on the requirement for the Law School to be self-supporting, due to accreditation requirements, and due to the enrollment challenges, there have been some movement from their reserves to cover costs. Also, Ms. Newsom noted the financial aid number reflects 49% discount rate average for all undergraduates. When asked, she indicated the projected rate was 48%. The presentation included a power point slide or two concerning expenditures. She noted the effect of the HyVee contribution also within the athletic expenditures. FY14 ended with mere pocket change stated Ms. Newsom.

Senator Gilbert asked to what extent is the financial aid change reflected in the larger enrollment. Ms. Newsom indicated the discount rate for this fall’s entering first year students was 51%. She noted that within the seemingly gloomy picture the financial position overall experienced an increase between June 2013 and June 2014. Drake is in a healthy financial position.

Senator Heaston asked about the \$6.2 million increase in buildings. Ms. Newsom indicated it was mainly the Law School renovations. Senator Gilbert noted the events income is slated to go up in the next year. Ms. Newsom indicated some of that will be based on better tracking with the new University Events Office.

President Wright encouraged all Senators and interested Drake personnel to attend the meeting tomorrow.

Regarding the search of Drake's next President, President Wright stated that 76 candidates had been reviewed and thirteen candidates will be advanced to the Board of Trustee Nominating Committee by the University Campus Committee (UCC) later in September. He acknowledged the concern on campus regarding the lack of full college/school and divisional representation, yet he and the UCC desire to have as much engagement and transparency as possible. President Maxwell noted that while he is not involved in this search, he is quite aware that many individuals who may be great candidates do not want to be involved in an open process as it puts them at risk at their present institution.

President Wright asked the Drake Technology Services (DTS) representatives present to introduce themselves within this short time limit. Matt Holub, Jeff Sabin, Stacey Waters and Ken Kass all gave their names and DTS titles. They indicated they had intended to introduce the metrics which they are using to measure the DTS operation. They offered to stay and listen to individual concerns and comments. Also, all persons present were offered to reach out directly to the DTS leadership.

Scott Law, Public Safety Director, shared that currently 78 outside doors are online and more doors will be added yet this year. He stated that the first goal of the project was to be able to lock down the campus in the case of an emergency. This goal has been achieved.

The meeting adjourned at 4:58 p.m.