

**FACULTY SENATE
Provost's Report
March 7, 2018**

State and University Budget

The House passed a budget proposal that removed most of the governor's cuts to university budgets; while this more generous budget is likely to be tightened up in the Senate, the university's advocacy work, led by assistant vice president Shannon Rickett, seems to be having good effects. The session ends in mid-April, so another five weeks of effort remain.

About 500 university members participated in two budget forums led by Dr. Postel in February.

The FY2019 university budget is being built on a new scheme based on revenue targets for the units and divisions. As explained by Dr. Postel in the past, the target scheme is simple: a unit that makes its budget will work with that budget; units that exceed their revenue target will share in the additional revenue they earn; units that fail to make their targets will lose funding. A nuanced form of this scheme, developed in association with Huron Consulting over the next few weeks, will shape the budget for FY19, to be presented to the BOT at a workshop in May and then approved in June.

Among the proposed changes in the new targets will likely be changes in the 50+ tuition-sharing agreements now in place. Principles recommended by the Faculty Senate committees on Planning & Budget and Academic Programs will be presented to the steering committee during its deliberations in the next few weeks.

The recent budget forums laid out the results of the campus budget survey that, among other findings, indicated a general concurrence about enrollment growth as a key to the university's continued academic quality and its improving fiscal status. Enrollment growth in several areas—traditional-age students, returning adult and transfers, new programs, increased online registration and stackable certificates—will require planning with the revenue targets in mind. The enrollment growth planning committee, announced last month, comprising faculty members from the units, service divisional representatives and staffed by the budget office and the provost's office, will be convened when the revenue target project is further along. The committee will have a broad charge to consider retention in general (supported by a CAR fund-raising campaign of the Board of Overseers, already begun), academic program improvement and new program development, online education, degree-completion offerings in appropriate units and academic technology to support advising and student success. The stakes are high: Enrollment growth of 5000 full-time resident undergraduate students, for example, will also seats for about 25,000 additional individual course registrations each long term (at 4-year degree progress, about 5 courses per student per long term). At 2018 tuition rates, discounting fees of any sort and thinking only of resident undergraduate tuition, an increase of 5000 full-time undergraduates will yield almost \$28million dollars in gross tuition revenue per term.

The most economical and efficient means to grow enrollment is to retain students already enrolled, and this fact has implications for the activity and behavior of individual faculty, especially those who teach undergraduates. A good example can be taken from the current report of NCAA Faculty Athletics

Representative Elaine Wise, notes the 2/25 Red & Black Celebration for the 470 student-scholar/athletes with cumulative 3.25 GPAs (out of more than 600 team members). Student-athletes are among the most academically successful student groups on campus, partly because of their own self-discipline and time management skills, partly because they get excellent academic support services, and partly because they establish strong connections with individual teachers and advisors like Joan d'Antoni, long-time instructor in English composition, recognized by the student-athletes as faculty mentor of the year. Individual instructors can provide the important point of contact between students and the university, contact will erase institutional anonymity of promote retention and persistence to graduation. As Joan's case indicates, too, these relationships are reciprocal and bring benefit to both sides.

Policies and procedures

- Cardinal Core, the program that replaces the General Education Requirements of 2002, has been accepted by the undergraduate faculties and will be promulgated for all undergraduate students in the undergraduate catalog to be issued in May. The Cardinal Core makes some significant but not radical changes in the current program, especially in the areas of quantitative reasoning, historical understanding and diversity. Because this change is not seamless, however, and to maintain the degree progress of current students, their records will be migrated to the Cardinal Core on a specific crosswalk of equivalencies that will minimize and localize disruptions as much as possible to course advisement for AY2018-19.
- New undergraduate academic policies, approved by the unit deans, will be promulgated in the AY 2018-19 catalog to be published in May. This policy set consolidates and regularizes divergences since the last rectification was completed in 2002. This rectification is necessary to promote persistence and student success, especially for those students who transfer between units within the university. The new set will also reduce the bulk of the policy corpus, which now includes many small variations from unit to unit, from almost 120 catalog pages to fewer than 20 (still not as compact as UK's policy catalog, but we use a larger typeface). The new catalog will be published from the CourseLeaf platform, which provides tighter online management and hyperlinkage as well as easier access to course descriptions and other curriculum information, again to promote persistence and student success.
- CPE has proposed a new academic program review policy with more CPE control over curriculum and program administration. Bob Goldstein notes the following important defects in the revision:
 - a. The proposed revision is not student-centric; punishes students for administrative lapses to policy and procedures.
 - b. It does not promote self-reflection/self-study; potentially alienates faculty by violating the privilege over curriculum as guaranteed by REDBOOK 3.3.2
 - c. It fails to articulate the faculty role in assessment (program goals, student learning outcomes) given their oversight of the curriculum, but allows the privilege to devolve to CPE staff, do not hold faculty appointments and are not specialists in the discipline content of programs.
 - d. The revision overall is less about quality improvement than about regulatory compliance.
 - e. Under SACS SC 3.3.1.1, institutional effectiveness of educational programs must be assessed by peer review within the university, a standard under which each university must provide evidence of compliance. The proposed revisions appear to shift this basis for academic program review away from the institution to the CPE.

- f. Many disciplines and programs are accredited by national standards. Approval by a national discipline-based accrediting body should constitute evidence of compliance for program review without additional review by CPE staff.
 - g. The measurement and analysis of achievement gaps is not possible at program level, but is better suited as an institutional performance metric.
- The CPE revised admissions regulation more tightly controls admissions at the lower end of the college-readiness scale, which may drive students to the KCTCS schools, and it promotes the co-requisite (college-credit) rather than developmental courses for students admitted with deficits in reading, writing and quantitative reasoning. Since UofL has used a modified corequisite structure for reading and writing over more than ten years, the changes will probably have little impact, but changes in quantitative reasoning standards may affect course demand for students in non-STEM disciplines.
 - BOT Tenure Committee, quiescent since September, has met again with a different tone and more collegial approach, starting from a more evident interest in learning about the nature and benefits of tenure rather than taking its dismantling as a given. The Faculty Senate Executive Committee met with the BOT committee for a useful, positive discussion on February 28.
 - Campus Climate Survey action plans should be released later this month.

Administrative Personnel

Deans

- *Speed School* search committee hosted four campus visits, which concluded at the end of January. The committee submitted unranked recommendations to the Provost and President.
- *Nursing School* search committee selected 5 finalists for on-campus interviews.
- *SIGS decanal review* is underway and expects to complete its work in May.
- *Music decanal review* and *SPHIS decanal review* are getting underway with the election/appointment of members as required by the REDBOOK.
- *Medicine decanal five-year review* will begin in July.

VP for Advancement: With the resignation of Bryan Robinson, as announced last week, President Postel is overseeing advancement activities until a consultant can be retained.

VP Operations: Dr. Joseph Han, COO, started March 1.

VP Enterprise Risk Management and Compliance: Rhonda Bishop, Vice President for Enterprise Risk Management, Audit and Compliance, starts April 16.

VP Finance and CFO: Preparations for a renewed search have begun. Under the fulfillment terms of the contract, many of the search costs will be borne by the consultant.

University Ombuds: As announced last month, Dr. Bob Staat has agreed to take up this assignment (again) until June 30. With advice from the faculty and staff trustees, the graduate dean and HR, the

provost will convene a new search committee to hire to a half-time ombuds for informal conflict resolution with no training or programming responsibilities, which will now be assigned to the HR contract provider. The search committee will comprise voting members from the two senates, 1 chair, 1 dean, 1 VP, the 2 grievance officers, the vice provost for faculty affairs and an HR rep. The search will be open but with a short posting period in order to meet the 6/30/18 deadline to fill the position. On the recommendation of the committee, issues concerning graduate assistants will be referred to the SIGS administration rather than to the university ombuds.

Administration activities to keep an eye on

- The SACS reaffirmation team will visit the university 26-29 March for onsite review of the focused report issues and [the QEP proposal](#).
- HB 210, a bill to legalize guns on campus, has been held in committee. Action to move the bill forward will be addressed by our advocacy group in Frankfort.
- The renovated SAC and the new BACB will be celebrated next fall in various public ways. The provost's office is working with the undergraduate units on an appropriate academic opening for the new classroom building. The design program of the building assumes that active-learning pedagogy will be used in the classrooms (example: furnishings and technology that promote group work diffused across the class space, which on the other side impedes teacher-centered lecture pedagogy). The Delphi Center is commissioned to provide basic and advanced support for instructors to learn this pedagogy; the Center and IT will also provide ongoing tech support.
- The BACB will affect the ways that other classroom space is used since active-learning courses will gravitate toward the space designed for them. Concentrating and rearticulating the fallow space will be the subject of a study that Dr. Joseph Han, VP/COO, is already working toward.
- Kentucky Cabinet for Economic Development has asked for a university liaison to attend cabinet meetings in order to serve as a two-way channel. EVPRI and provost are working to develop a small advisory group with special expertise (for example, in industry relationships, academic programs for high-need employment areas, community engagement) to advise the liaison. Anyone interested in the liaison position can write to provost@louisville.edu.
- APLU has announced the establishment of a new Center for Public University Transformation. UofL has already been in touch with the Center to find out more about inclusion in one of the transformation clusters to be announced later this year.
- ACCAC, the academic arm of the Atlantic Coast Conference, sponsors and funds many events and meetings for the university communities within the conference, often on the campuses of sister institutions. Last October, the conference sponsored a weekend-long celebration of ACC research

featuring students at the Smithsonian Museum of American History. On Monday and Tuesday of this week, the ACC Distinguished Lecture program sponsored the visit of an Afghan “scholar at risk” who met with faculty, joined classes and presented a public lecture under the auspices of the university chapter of SAR. Four students and advisor Pam Curtis (Student Engagement) have recently returned from the annual student leadership workshop, held this year at Duke. Six students and advisor Charlie Leonard will travel to Boston College in April to attend the annual “Meeting of the Minds” symposium of undergraduate student researchers; Paul DeMarco (Psychology/SIGS) will represent Beth Boehm, vice provost for academic affairs, at a meeting of the university undergraduate administrators to be held in conjunction with the MOM. UofL will host both the leadership workshop and the MOM in calendar year 2019.

Campus Events

- Spring Break – March 12-16
- CPE Student Success Summit, April 9-10, Marriott Louisville East