

**FACULTY SENATE  
Provost's Report  
January 2018**

**Administrative officer update**

President search "listening tour" information (attached) was circulated late on Monday. Members of a BOT committee will invite open discussion of set questions on the profile of the next president, meeting with select groups including the Senates' executive committees, SGA, the Council of Academic Officers (deans and provost's senior staff) and will host open sessions on each campus and with the larger community over two days next week. Large turnout will give weight to the claims of urgency and demonstrate the interest and goodwill of the faculty; various virtual channels will be open for communication as well. The Faculty Senate chair has the most current information about changes in the search process, which has been modified to include more consultation with university constituencies.

Administrative senior positions—the number of which provoked SACS concern—are being filled quickly after thorough searches. [Jonathan Pruitt](#) takes over as Chief Financial Officer next week; [Joseph Han](#) has been named as Chief Operating Officer (to BOT in February with start date of March 19); and Rhonda Bishop has accepted the new position of Vice President for Enterprise Risk Management (to BOT in February with start date of April 16), a position called for in recent audits.

As you know, Dr. Postel has announced Dr. Bill Pierce's retirement, effective at the end of this month. Bill's long service in the Faculty Senate, the School of Medicine and the university central administration are models of thoughtful good citizenship and commitment in addition to his teaching and research as a regular faculty member. Dr. Rob Keynton, faculty senator from the Speed School, has been appointed as interim executive vice president for research and innovation.

Decanal searches move forward in the Speed School of Engineering, which will bring four candidates for campus visits beginning this week, and in the School of Nursing, where a robust list of applicants has developed. Appointments should be made before the end of the spring term. I am pleased to announce that Colin Crawford began as dean of Brandeis School of Law on January 2.

Decanal review of Dr. Boehm as dean of SIGS is underway. The dean's self-evaluation is complete, and the review committee has been formed and yesterday was charged to report by the middle of the spring term.

Dr. Doane was scheduled for a review this year, but a shortage of experienced deans to chair the review has delayed it. The REDBOOK sets the period of such reviews, however, so I will work with Dr. Eells and Dr. Doane to begin the review this term and to move it forward as expeditiously as possible.

**Budget**

Since the Senate's last meeting, many rumors have been confirmed or dismissed by events, and as you know, we are still sorting through some changes since last term: the three recently-named vice presidents will each have some responsibility for university finances and budget; the current-year state appropriation has been cut 1% (\$1.36 million) by the governor's executive order; the second quarterly report of our deficit reduction program has to be made; the General Assembly has convened with a long-term budget problem that will probably reduce our state appropriation; and a new budget has to be developed by mid-May to take all these and many enterprise issues into consideration. With all this in hand, the ATH process (including decisions on ATH requests pending at the end of the fall term) was temporarily put on hold last week. Emergency authorizations are still being processed by appeal to Susan and me.

BAC met yesterday to review the new situation, and next week it will complete an assessment matrix, based upon program alignment with the university's strategic values and principles, developed last term but deferred until we have more direction about reductions in the state appropriation and the necessity and likelihood of a tuition increase. For the next couple of meetings, BAC will also confirm or revise the priority of several strategic funding initiatives already in play—recruiting and retention initiatives through Enrollment Management, M&O funding for the new academic building, Speed School and the College of Business additional support—to recommend to university leadership.

Deans are preparing priority lists, due at the end of this week, as comprehensive overviews of unit needs. These lists will be critical in the BAC's judgment of the relative merits of proposals to address constraints in the next biennial budget. The deans have been asked to use these priorities to prepare the usual budget-cutting scenarios at 10%, 15% and 20% of state-appropriation funding per unit. In discussions with colleagues and constituents, please be careful to note that these projections are scenarios to assist in budget planning; no firm information about CAR cuts for the next biennium is

available yet. The long legislative session and the necessity of a finished, balanced budget by the May BOT workshop press upon our staff resources already.

The second quarterly report, a campus survey of budget priorities (to be distributed on Friday) and consultation with the CAO and BAC as well as campus forums in late February will inform the president's development of a plan for 5-7-year plan for resource growth and fiscal stability, based on three areas of development for new funds: (1) enrollment growth, moving the university to about 30,000 students in the shortest possible time, with the faculty lines, pedagogical infrastructure and student-service/success support that growth requires, as well as program enhancement, not just new programs but changes and innovations in curricula, departmental services and advising for the recruitment and persistence of new students (especially including non-traditional students; (2) expanded, successful donor development and advancement programs; and (3) operational savings and revenue increases at all levels.

### **Enrollment**

Wintersession pilot term was a success, as shown in the attached initial summary. Lessons learned will be considered in reshaping the summer course schedule and its marketing.

Midway through the first week of the undergraduate spring term, overall enrollment is down about 2% (about 440 students fewer than last year's enrollment at the same relative date), primarily in undergraduate programs. Owing to the much increased enrollment in Brandeis and growth in graduate programs, tuition revenue is projected to be about even with last year's.

Undergraduate applications/admits for fall 2018 continue to run well ahead of last year's, indicating an increase of 400-500 students, a strong showing in the first full year of the new recruitment program's emphasis on regional, non-resident students. To reach a 30,000-student base, however, new programs that capitalize on existing resources (e.g., online courses) must bring in larger numbers of transfer and non-traditional students. Resources will be reallocated to promote such developments when they cohere with the university mission and strategic plan.

### **Retention**

As noted last month, SGA has resolved that "midterm grades" (interpreted as substantive guidance about academic performance, whether in formal response to a graded assignment or by an appropriate informal means) be made available to students far enough in advance of the withdrawal deadline that they can make informed decisions whether to remain in their courses. In units where these reporting provisions are already in place, deans have reminded their colleagues about it, and deans of other units (where the pedagogy may not require graded assignments before the withdrawal deadline) have pointed out informal means already in use (for example, office-hour conferences and e-mail notes). Blackboard has a gradebook function that can be readily used for this report, but units and individual faculty are encouraged to seek other means to provide the guidance that the students have requested. This direct student/faculty contact, not mediated by advisors or other means, is known to be a powerful retention device which will promote the persistence and success of our students. Meantime, I have asked students to be active in the pursuit of the information that they request by reaching out individually to their instructors when they are uncertain about their standing in a course. E-mail notes can elicit grade standing, but without other contact, they are usually ineffective for course mentoring. Face-to-face encounters—almost always more productive by appointment or during office hours than in the hurly-burly beginning or ending of a class session—can both provide guidance and open the possibility for continued mentoring. SGA leadership and the deans in determining the faculty responsiveness to their request so that we can increase both student satisfaction with the response and increase the retention that it intends overall. I have encouraged students to ask their instructors about the availability of "midterm grades" as their classes begin.

Faculty and other instructors are already familiar with and regularly demand formative assessment as part of their career development. This SGA request differs in degree but not in kind or intent for formative assessment. I hope that all instructors will provide this information as requested and will commit to doing so this term as each course begins this week.

The student success (persistence) work described at the December meeting continues to bear good fruit. The four most recent cohorts all show increased persistence relative to their counterparts last year.

### **Calendar items**

- Leadership Development Workshop- "Legal Issues Department Chairs Need to Know," will be presented by Leslie Strohm, Vice President for Strategy and General Counsel, and Amy Shoemaker, Associate University Counsel, Friday, January 12, 2018.

- Conflict of Interest Attestations are now required annually from all university employees:  
<http://louisville.edu/conflictinterest>
- The annual Martin Luther King holiday is Monday, January 15. Classes and offices are closed, but the university offers various activities here and in the community in celebration.