

**FACULTY SENATE
Provost's Report
December 6, 2017**

Overview

- The university is at the end of the worst year in its institutional history.
- A funding crisis now on the way to resolution has cost us flexibility in strategic initiatives, resource allocation and management of ordinary work. Every unit and division has lost colleagues and positions that will not be replaced, and we have taken on work that they used to do.
- But the students keep coming: applications are running about 40% ahead of last year's, admits about 44% ahead (why that is significant).
- We have continued to attract smart and engaged faculty and staff as well as new academic deans in four units (Dent, Kent, COB, Law) with two more searches underway (Speed, Nursing).
- We are now in good standing with SACS, and we look forward to the completion of our reaffirmation process this coming spring and its confirmation next December.
- My personal for many kind words and active support through it all. Issues are ahead, but we continue on course.

Presidential Search

- The university has spent a year of “getting to know you” with a Board unfamiliar with the university. Appointed all at once, the ten citizen trustees had no reservoir of experience in overseeing a complex metropolitan research university, now complicated further by the integration of the hospital. None of us, Board or constituencies, had been through a similar nexus of grave issues. Trustees are working with goodwill to become more aware of the business and culture of the institution.
- Sixteen months after the departure of the former president, the search is moving forward slowly. The first job posting, issued a few weeks ago, has been edited to move the application date back from December 1, but a formal “leadership profile”—the extended position, mission and culture document used in recruiting—will not be complete until the listening tours are over and their results woven into the description.
- The BoT listening tour will be January 16 and 17 and will include small-group meetings with faculty, staff and student leadership, as well as with alumni and members of the broader Louisville community. Forums will be open to anyone interested in the presidential search process. These forums will be held on both campuses to accommodate those who wish to attend. These tours should shape the profile of the *ideal* candidate. A BOT meeting is scheduled for January 18, when at least a preliminary report from the tours is likely.

Recent contention about the search has been about access to the *actual* candidates—especially the finalists—who turn up. After the tours, the question is “what next?” How will the campus community be involved/ informed about the progress of the search after it has sketched the ideal leader that the university needs?
- Discussions so far have focused on the “open/closed” campus access to the finalist candidates in the search. Not yet broached have been urgent discussions about the meaning of *best* in this context, whether applied to the search process or to the candidates that emerge. The search, framed by undocumented “best practices,” was constituted in a way foreign to the custom and values of the institution, resulting in very difficult discussions so far.

Budget

- FY 2018 second-quarter returns will be reviewed in January, and we continue to expect good tracking toward eliminating the deficit recognized last February. FY 2019 budget development will be intense in the new year, complicated by the state's budget difficulties.
- The General Assembly's long session and the state's pension-fund crisis may extend the uncertainty about a cut in the state appropriation, last year \$136million. Repeated predictions of an FY2019 budget cut have already been received from Frankfort; except for schools, other state agencies have already taken a 17% cut for this fiscal year.
- BOT members spoke early in the year about extending the moratorium on tuition increases (0% increase this academic year). No further specific direction on this point has been available.
- No academic departments or programs have been closed or put out of compliance with accreditation requirements because of budget stringencies. I cannot speak to effects on service divisions that report to other vice presidents.
- HR has provided a comparative review of position RIFs for 2014 to 2017 (attached). Given a workforce of almost 7000, the 2017 reduction so far is 1.6%.
- Budget Advisory Committee is requesting a more comprehensive view of the employment/ compensation plans and effects from each academic and service unit, including a listing of positions surrendered through RIF or attrition.
- The online Wintersession (12/13-1/6) grows partly out of the revenue pressure but mostly to test whether our students would use the opportunity to take a course in the interest of advancing their degree progress. Current enrollment is now almost 600 students in about 40 online courses from 9 units. Our most optimistic forecast for the session was 400 registrations, so we have found half again as many we expected.

Student recruitment, retention and persistence

- Thanks to my colleagues Jim Begany and Joe Dablow for their presentation on student success and retention at the Senate meeting today.
- Applications and admissions continue to run ahead of last year's figures by about 40%.
- A change in out-of-state recruiting has resulted in outstanding response in applications and admissions, detailed in the table at the end of this report. Even with these changes, however, we have to concentrate on converting admitted to enrolled students by continuing a "recruiting" mindset through orientation to the first day of fall classes.
- Midterm grade reports: Once students are enrolled, we have an ethical obligation and a practical necessity to do all that we can to promote their success. The SGA resolution for a midterm indication of progress in every course can be most readily addressed by instructors' universal use of the Blackboard gradebook to provide regularly updated performance reports. Students can then make evidence-based decisions about continuing in courses before the withdrawal deadline. Alternatives to Blackboard are available, including issuance of a required formal midterm grade report through PeopleSoft/ ULink, but the deans have agreed to work with me and other course instructors to promote prompt and accurate midterm grade reports.

Administrative Searches and Reviews

- Speed School dean – The committee interviewed nine candidates in person on Monday and Tuesday. Select finalists will come to campus after the first of the year.
- Nursing School dean– The search firm will present an initial slate of candidates on Dec. 8, with a second presentation/review of candidates to follow in early February. In-person interviews will be scheduled mid-February.

- SIGS review—Dean Boehm has submitted her self-evaluation. The REDBOOK guidance for decanal searches, which assumes the existence of a unit faculty, has to be adapted for the idiosyncratic situation of the graduate dean. The provost will name the review committee after consultation with the Graduate Council. A finished report will be expected by the middle of the spring term.
- I am personally and officially grateful to Susan Howarth, vice provost and interim chief financial service, for her heroic and self-sacrificing service over the last year. Josh Pruitt, the new CFO, will begin work mid-January.
- Two finalist COO candidates and two VP Enterprise Risk Management candidates are on campus this week. The VPERM position elevates audit and compliance oversight as recommended in a recent audit report.
- The university ombuds position is now vacant. The faculty and staff grievance officers (Cedric Powell and Sandy Russell) are serving in that role temporarily. In consultation with the ombuds review committee (the faculty and staff trustees and the dean of SIGS, the last included because of the amphibious status of graduate assistants) and in consideration of the current budget situation, I will seek a part-time ombuds to serve for the next year while we reconsider the need for a full-time position.

Various items of interest

- The university diversity/climate survey closed on Friday, November 17. It was distributed to almost 7000 full- and part-time faculty and staff members, with a 27.5% response rate. The descriptive analysis has been completed, along with a review of the written comments to ensure that no personal-identifiable information related to a personnel issue is disclosed. The Office of Institutional Effectiveness has begun a qualitative analysis of the written comments to identify key themes. The survey results will be posted by the end of the year. Mordean Taylor-Archer will facilitate the development of an action plan within 90 days.
- Four major building projects now underway—the Pediatric Medical Office Building, the Student Center renovation, the Belknap Academic Building and the addition of the stadium—are tracking well for their projected completion dates. Belknap Academic Building hours will initially cover the class day only, 7 a.m. – 10 p.m. Monday through Friday. Eventually we hope to have the building open around the clock, following the practice at other institutions with similar buildings, where student demand for round-the-clock, high-tech group study space is high.
- Secure, comfortable lactation spaces in each building are now a given of the university’s new building/renovation design plans, so are included in the PMOB, SAC and BACB projects; I do not have current information about the stadium. In addition, Ekstrom Library, the one Belknap building that open 24 hours daily, has begun work to provide lactation space immediately.
- Professional development programs for academic leadership and new faculty will resume after the first of the year.
- After priority registration and now into the open registration period, preliminary Spring 2018 registration figures show a 1% drop in date-to-date comparison with last year.

Reminder: Blackboard will be offline January 5-7 for a scheduled upgrade

In order to accommodate the university’s Winter Session, the Blackboard upgrade is moving. Blackboard upgrade will start on Friday, January 5 at 6 p.m. and run through Sunday, January 7 at 8 p.m. and will be unavailable during that time—unfortunately, the weekend before spring term begins, so a critical time for many faculty preparing their course materials and posting syllabi.

Upcoming Events

- Commencement – Friday, December 15 – YUM! Center Doctoral Hooding, 3 pm; Commencement 7 pm
- Winter Break – Mon., Dec. 25 – Mon., Jan. 1

- Attachments:

RIF data 2014-2017 (overleaf)

Regional application and admission results from Enrollment Management

Applications	12/2/16	12/3/17	Variance
Illinois	431	803	186%
Ohio	255	489	192%
Tennessee	121	288	238%
Overall	807	1580	196%
Admits			
Illinois	277	498	180%
Ohio	161	329	204%
Tennessee	71	151	213%
Overall	509	978	192%
App to Admit Rate			
Illinois	64%	62%	
Ohio	63%	67%	
Tennessee	59%	52%	
Overall	63%	62%	
Kentucky	62%	61%	