

**TO:** Faculty Senate  
**FROM:** Rodney B. Piercey  
**DATE:** May 4, 2009

## **OFFICE OF ACADEMIC AFFAIRS**

### **ACADEMIC AFFAIRS**

- Budget Reduction
  - Academic Affairs' share
    - \$750,000
  - How will we proceed
    - Academic Affairs will proceed in the same manner as with the previous reductions. Academic Affairs will first reduce designated funds, and then will collaborate with colleges to allocate remaining needed funds strategically among the direct reports.
  - Our request for one-time money for faculty
    - One-time monies are being requested for part-time faculty salaries.
- Dr. Rodney Piercey is serving on the search committee for a CPE Chief Academic Officer. Applications and vitae are currently being accepted by the Council on Postsecondary Education.
- **Senate Bill 1** (An ACT Relating to Education Assessment and Declaring an Emergency) was signed into law by Governor Beshear on March 25, 2009.

SB 1 calls for the revision of academic content standards by December 15, 2010, to insure that standards are vertically aligned from elementary school up to postsecondary education. The revision process will engage practicing teachers from elementary and secondary education in discussions and negotiations with content faculty and staff from postsecondary education institutions, as well as the inclusion of business and industry professionals. The revised academic standards are to be aligned with postsecondary education course and assessment standards for the gateway areas of reading and mathematics.

Each postsecondary education institution will plan and implement a process to develop core academic content standards for reading and mathematics for introductory courses within thirty (30) days. The process will insure that secondary educators are engaged with postsecondary education faculty and other content specialists in order for standards at each educational level to be vertically aligned. All core academic standards for mathematics and reading in introductory courses will be completed by December 15, 2009.

- In December 2007, Dr. Whitlock joined Academic Affairs and Student Affairs and charged these areas to think creatively about student success as a goal. As a part of the

overall consideration, Enrollment Management has been restructured. Attached is a document outlining the new structure.

- Dr. Rodney Piercey is serving as chair of the Economic Stimulus Homeland Security Sub-Committee. The Sub-Committee is identifying state-wide opportunities for collaborative research on Homeland Security appropriations for stimulus funding.

## **POLICY & GOVERNANCE**

The following policies were submitted to, and approved by, the Board of Regents at their April 24, 2009 meeting:

- Stopping Out policy revision
- Writing-Intensive Courses policy revision
- Baccalaureate Degree Requirements policy revision (addendum to materials presented at January 26, 2009 Board meeting)
- Dual Credit (policy repealed—replaced with ECU Now! program)

The following revised policy will be submitted to the President for his action:

- 4.6.5 (Evaluation of Tenure-Track Faculty)

A drafting team has been working on revision of Policy 4.6.4 (Promotion and Tenure). A draft should be ready for vetting this fall. The drafting team will also be reviewing other faculty evaluation or appointment policies.

## **INSTITUTIONAL EFFECTIVENESS AND RESEARCH**

### **PLANNING**

- The Strategic Planning Council met for the first time this academic year on Friday, April 3 and again on Wednesday, April 29. The current University Strategic Plan will be extended an additional year to allow time to create the new plan. The Strategic Planning Council is linked to the Financial Planning Council so that budget information can inform the plan. The final progress report for the 2007-08 planning cycle is being prepared with the goal of sharing it with the Board and President at the June Board meeting.
- The University Assessment Committee (UAC) has completed the review of university-level Key Performance Indicators for last year, which will help inform the annual University Strategic Plan progress report.

## EFFECTIVENESS

- At the request of President Whitlock, Institutional Effectiveness has been coordinating the *Great Colleges to Work For* Survey process. *The Great Colleges to Work For Program* recognizes small groups of colleges for specific best practices and policies, such as tenure clarity, collaborative governance, work/life balance and compensation, and benefits. The process consisted of two online surveys: the ModernThink Institution Questionnaire© (IQ) completed by one or more management representatives at each institution, and the ModernThink Higher Education Insight Survey© (Climate/Engagement assessment) completed by a random sample of full-time - faculty members, administrators, and professional support staff at each institution. IE has submitted the random sample of ECU e-mail addresses to the Program, which will be sending e-mails in April.

Eastern's responses to the survey are being tabulated, and we should learn the results in June or July. Eastern will be provided with an analysis of the survey results so we will know where we scored best and where we should target improvements.

- The Board of Regents designated Dr. E. J. Keeley as the campus coordinator for the Presidential Performance Evaluation process. Dr. Keeley coordinated with Dr. Stephen Portch, of the Pappas Consulting Group, and with the Board by providing on-site administrative support, including the scheduling and other logistics for focus groups. As a part of this process, Dr. Portch reviewed performance data for the past two years, including academic offerings, organizational structure, enrollment, and the institutional strategic plan. Dr. Portch was on campus April 28, 2009, to conduct focus groups with faculty, staff, students, alumni and community members.

The process continues with results of the online survey and extensive focus groups being prepared by Dr. Portch.

- To help departments assess advising effectiveness, the Office of Institutional Research conducted a survey of students regarding their advising experiences. Twenty departments or areas chose to participate, and their undergraduate majors, plus all undeclared students, were invited to complete the survey. To date, nearly 1,000 students have responded. The survey closed April 30.

## ASSESSMENT

- In March, Stacey Street provided assessment consultations with the Art and Design and Clinical Laboratory Science departments. Ms. Street is now working with Student Affairs on student learning objectives and with the College of Education on the revamping of their TracDat entries.

## **QEP**

- IE administered 16 CAT's (Critical Thinking Assessment Test) to senior level courses from February through April.
- Data from the fall 2008 semester First-Year Course (GSD 101) was compiled for the student learning objectives (SLO). SLOs for each University Department and program are being reviewed to note objectives that look at critical/creative thinking and/or communication for student learning. Each Department with no critical/creative thinking and/or communication objective will be contacted.

## **INSTITUTIONAL RESEARCH**

- IR has focused on survey research – creating and administering internal surveys and fulfilling external survey requests (VSA, Chronicle, Wintergreen Orchard, Petersons, College Board). The EKU Advising Survey and the College of Education Advising Survey were administered through the end of April. We have also collaborated with the Registrar's Office, Paralegal Programs, Faculty Senate Committee on Committees, College of Arts & Sciences, College of Education, Criminal Justice Programs, Arlington Association, and Athletics on survey projects. Externally, we have fulfilled Spring IPEDS and U.S. News, two of our largest external survey requirements.

## Overview of the Status of Enrollment Management/ Enrollment Services

In December 2007, Dr. Whitlock joined Academic Affairs and Student Affairs and charged these areas to think creatively about student success as a goal.

In December 2008, when Dr. Jim Conneely and Dr. Rodney Piercey met with all of the Enrollment Management staff, they announced an Enrollment Management Survey, which would be administered by the office of Institutional Research and would give full-time EM staff the opportunity to provide opinions regarding their department/unit and its function within EM and ECU. Dr. Piercey and Dr. Conneely also promised the EM staff that, while individual roles might change, every staff member would continue to be needed.

Dr. Claire Good and Dr. Janna Vice were responsible for interviewing each Enrollment Management director. From those meetings, Dr. Vice and Dr. Good prepared and submitted an Executive Summary to Dr. Piercey and Dr. Conneely. The report indicated two major outcomes: First, it was evident from interviews that Enrollment Management staff are highly competent in their jobs and are dedicated to Eastern's students. Second, to capitalize on the expertise of Enrollment Management staff and achieve Eastern's goal of maximizing student success, Academic Affairs and Student Affairs needed coordination of the services that Enrollment Management provides.

In the last decade, Eastern has experienced unusual turnover among upper-level administrators, including leadership of the Enrollment Management function. Assessment of the area of Enrollment Management confirmed the widespread effect of this turnover on morale within the unit. Stable leadership is urgent. Due to three failed searches to fill the position, the University decided to use a consultant to conduct a national search.

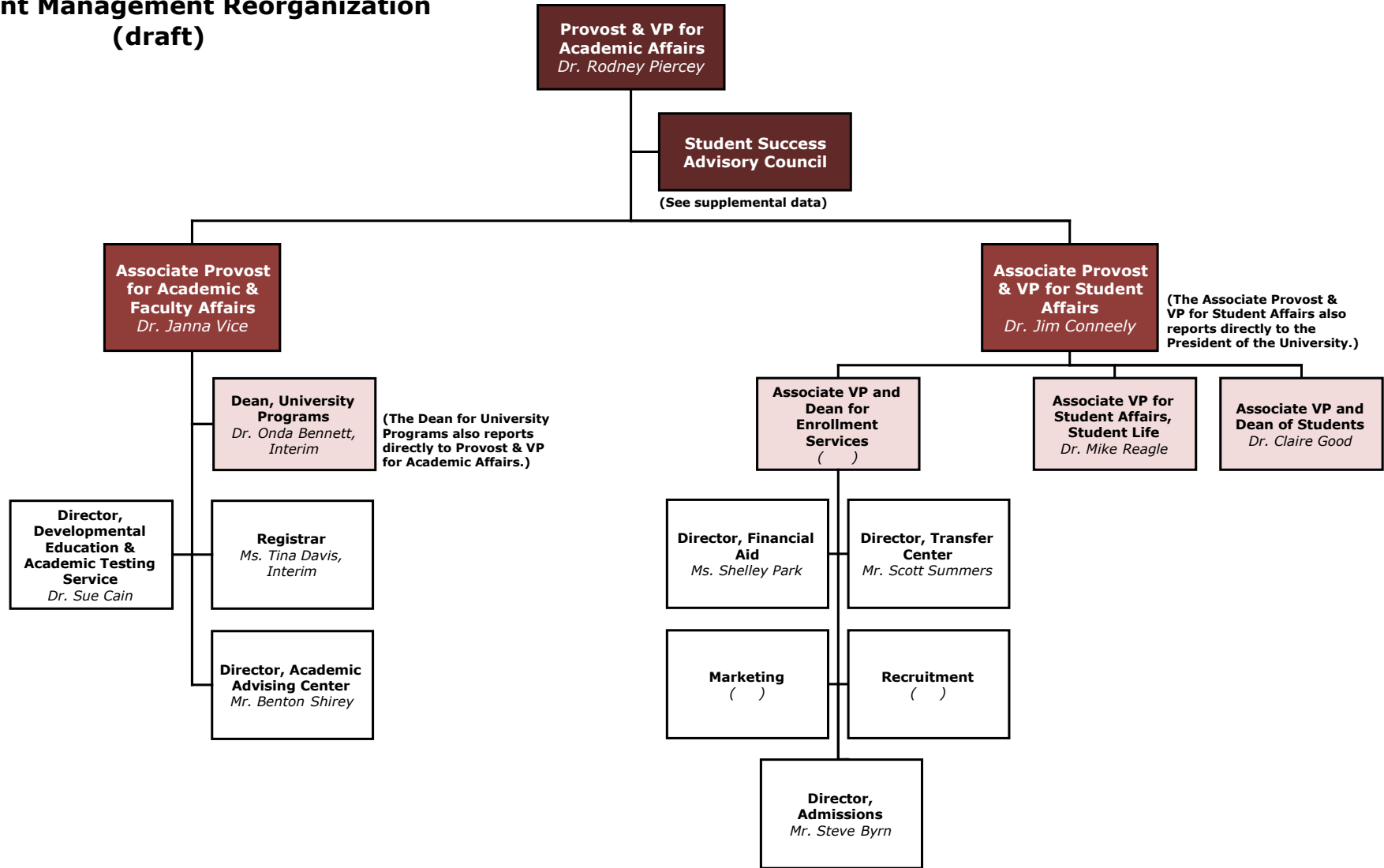
The University sent a Request for Proposals (RFP) and got responses from seven firms. Eastern Kentucky University interviewed two firms with extensive experience in Enrollment Management searches. After both interviews, William Spelman Executive Search was selected to conduct the search.

The Executive Summary and additional data were provided to William Spelman Executive Search. The firm came to campus to conduct interviews and assess the current state of Enrollment Management. After interviewing leadership in Enrollment Management and additional key personnel on campus, William Spelman Executive Search recommended that ECU distinguish between a) processes of marketing, recruiting, admitting, and transferring students into the University and b) University academic support services. The firm recommended that a modified role be established for Enrollment Services that focuses on attracting, recruiting, admitting, and serving the many diverse populations of ECU students.

In response to the recommendations made by William Spelman Executive Search, and to the needs and goals of the University, Academic Affairs and Student Affairs have looked at ways to restructure Enrollment Management to maximize its effectiveness. A Student Success Advisory Council has been formed to insure that Academic Affairs and Student Affairs (and Enrollment Services) work in concert to promote student success. The attached reorganization of Academic Affairs in relation to Enrollment Services reflects the new structure of all the areas formerly referred to as Enrollment Management. These initial changes are effective immediately but will continue to be refined.

A screening committee has been identified to work with William Spelman Executive Search to screen candidates for the leadership role in Enrollment Services. An announcement for the position has been constructed and distributed. ECU hopes to have someone in place by July 1, 2009.

# Enrollment Management Reorganization (draft)



**This restructuring of Enrollment Management reflects a shared responsibility for student success, including a partnership between the areas of Academic & Student Affairs. As a result of the restructuring, no administrative positions have been lost or added to the University**

April 15, 2009

**Student Success Advisory Council**  
*(Draft)*

**Executive Committee:**

- **Provost**
- **Associate Provost and Vice President for Student Affairs**
- **Associate Provost for Academic & Faculty Affairs**
- **Associate Vice President for Student Affairs and Dean of Students**

**Members:**

- **Associate Vice President and Dean for Enrollment**
- **Associate Vice President for Student Affairs, Student Life**
- **Director of First Year Programs**
- **Director of the Academic Advising Center**
- **Director of Developmental Education and Academic Testing**
- **Representative from Office of Community Service and Student Engagement**
- **Representative from Center for Quality Enhancement**
- **Representative from Office of Institutional Effectiveness and Research**
- **Two undergraduate students**