

Strategic Planning Council Meeting

Senate Report

Friday, April 29th, 2009
3:00 p.m. – 5:00 p.m.
Coates – Martin Room

Members Present: Combs, Dorie; Conneely, James; Ewalt, Jo Ann; Gardner, Betina; Keeley, E. J.; Moberly, Harry; Newsom, Debbie; Piercey, Rodney; Robles, Marcel; Schlomann, Pam; Siahkoohi, Afsi; Spain, Norman; Taylor, John; Thompson, Aaron; Underwood, Elizabeth; Zabawa, James

Guest: Keith Johnson

Agenda Items

Welcome – Dr. Ewalt welcomed all members and introduced two new members: Afsi Siahkoohi, SGA President and Betina Gardner, Library Faculty Representative.

I Approval of April 3rd, 2009 minutes -

The Strategic Planning Council Meeting April 3rd, 2009 minutes were amended to include that members may designate substitutes when they cannot attend and those substitutes may vote. Also, the format of the minutes will be changed (originally it was titled “Strategic Planning Council Meeting” to include the word *minutes* for clarification.

Motion was made to approve minutes as amended, seconded, and all members approved.

II Discussion of Administrative costs –

SPC Chair Jo Ann Ewalt introduced Keith Johnson, Budget Chair of Faculty Senate. Strategic Planning Council asked Professor Johnson to join the SPC Meeting to begin what will be a series of discussions that SPC will have on issues critical to the university. Dr. Ewalt stated that members of SPC have two primary responsibilities. One is the actual production of the Strategic Plan and the periodic updates of the Plan, and the other is to consider issues that are important to the university that need to be aligned with our strategic interests. It is because of the latter that Professor Johnson was invited to talk to the Council, in particular because Faculty Senate has raised the issue of administrative costs and their impact on strategic issues and initiatives.

Professor Johnson thanked Dr. Ewalt for inviting him as Faculty Senate Budget Chair representative. He stated the following:

Faculty Senate has been researching statistics and other information concerning the University budget, and has met regularly over the past two semesters looking at the budget process and the transparencies that President Whitlock talked about when he spoke about combining the strategic planning and the budgeting processes early this year.

Senate understands the importance of resource allocation to support the strategic plan, student success, quality enhancement, and regional stewardship. The Faculty Senate Budget Committee has gathered as much information as possible regarding how funds are distributed throughout the university to try and get a better idea of how resources are being allocated in order to make recommendations and communicate concerns to the Senate at large, the SPC, and hopefully in the future to the FPC as well regarding any concerns or ideas they might have to suggest.

Professor Johnson thanked the Faculty Senate Budget Committee for this work but stated that in some cases gathering the necessary data has been very difficult, and added that the committee is still not satisfied with everything that they have gathered. The Committee has tried to understand the budget and how it works and how it supports strategic plan, student success, quality enhancement, and regional stewardship. Some data is readily available such as faculty counts, and some were quite difficult if not impossible to try and find and analyze are “buried,” though not intentionally. He thanked Debbie Newsom and other people who tried to help with this endeavor. Data that were available were reflected in the article published in the *Eastern Progress Online* (Issue date: 3/5/09) (see Attachment A).

Professor Johnson led a discussion concerning the Faculty Senate Budget Committee concerns and recommendations. Please refer to Attachment B - Senate Budget Committee concerns and recommendations which discussed (1) the increasing demands on faculty in the context of diminished resources and compensation, (2) a seeming lack of transparency/accessible reporting in all budget units, and (3) the “bigger picture.” The Committee would like for administrative budgets to be more transparent and accountable. They would like to see specific outcomes set and reported on from administrative departments. For accountability for administrative offices specifically, they are concerned about the number of people on staff and what specifically they do. Professor Johnson stated that his committee feels that certain administrative areas have grown considerably and become very top heavy as compared to only a few years ago. Johnson stated that in some cases teaching positions are being used for administrative functions but are still being counted as faculty, and noted that Faculty Senate is concerned that departments are being prevented from replacing positions when administrators retain their faculty lines.

Professor Johnson also discussed a concern about salaries for individuals who step back to faculty from administrative positions. He noted a need to examine whether these salaries have been properly revised to faculty salaries based on existing salary structures

of that particular department and/or program. Finally, trying to look at the bigger picture some questions the Faculty Senate has are: How can we allocate resources appropriately to address all of our missions at Eastern? Are we adequately funding our undergraduate and master's programs with enough funding left over to adequately fund doctoral programs, of which we have one with several others in the pipeline? There is considerable confusion regarding the relative priorities of teaching, scholarship, and service, which could also be driving confusion regarding budget and resource allocation. The faculty would like to have a better understanding of exactly what the mission of ECU is, as the presence of doctoral programs may create a perception that ECU is striving to be a research institution. Professor Johnson asked whether our mission is to be a teaching institution, a research institution, or both, and whether can we truly afford at this time to try and accomplish both.

Dr. Ewalt opened the meeting up for discussion. Professor Johnson stated that most of the administrative data was taken from the ECU Factbook which shows the increase in administrative positions.

Debbie Newsom stated the larger questions from a strategic standpoint are: Where do we want to go as an institution, and where are our resources best used? Where do we want the professional development funding used?

Aaron Thompson restated the importance of Professor Johnson's point earlier about getting faculty salaries up to benchmark standards, and shared his concern regarding salaries of former administrators who move to full-time faculty status.

John Taylor stated that administrators' salaries could appear to be in part a gender issue, and the policy concerning salaries for former administrators moving to faculty needs to be reviewed. Dr. Piercey described the methodology used in Academic Affairs for determining salaries for: (1) new faculty hires based on median salaries at peer institutions, (2) faculty who move to administrative positions, and (3) faculty in administrative positions who return to full-time faculty status. Dr. Piercey stated that the hiring and compensation practice for new faculty and administrators is documented in Academic Affairs.

Discussion was held regarding the distribution of faculty professional development funds. Dr. Taylor asked from what source the necessary additional funding for each tenure-track faculty member will come. Ms. Newsom stated that \$500,000 in funding was provided for faculty professional development for FY2008. Marcel Robles expressed concern regarding the lack of communication about the budget and how funds are distributed to the faculty.

Dr. Ewalt stated that we are building our infrastructure as a Council as we go. As the Council decides what parts of the discussion tie directly to either the formal Strategic Plan or to the strategic interests of the University (although not written formally in the plan), the Council may decide it is something that we want to send forward to the Financial Planning Council with comments or recommendations. Dr. Piercey stated that

good places to gather information regarding strategic issues are the Office of Institutional Research, the Budget Office, and the Provost's Office. However, he noted and Dr. Ewalt and others agreed that if we adopt the notion that the Strategic Planning Council is in the business of preparing reports, it does not align with the charge we have from the President.

Harry Moberly thanked Professor Johnson for attending the SPC meeting. Mr. Moberly stated there are several interrelated strategic issues and budget issues under discussion, and the fact that the SPC is holding this discussion about these issues is good. Mr. Moberly stated that he believed that there need to be more opportunities for discussion about the budget process. He also stated that the Financial Planning Council needs to continue discussions with, and provide feedback to, Professor Johnson and the Faculty Senate Budget Committee about the budget process.

Dr. Ewalt reminded the Council that John Taylor is the liaison between the Faculty Senate Budget Committee and the Strategic Planning Council, and that Mixon Ware is the liaison between FPC and Faculty Senate. Dr. Ewalt stated that there are a number of policies and/or decision points that will be ours to discuss and perhaps make a recommendation on, and though we are the body that is charged with understanding how alternative actions may impact our mission and goals, we are probably are not the group that will make a final determination on many of these issues. Dr. Ewalt thanked Professor Johnson for his presentation to the Council.

III 2007-08 Progress Report – discussion and approval -

The 2007-2008 Progress Report has been prepared by E.J. Keeley and members of the University Assessment Committee, and was presented to SPC for discussion and approval. Dr. Ewalt stated that the Progress Report is an annual report that SPC is required to do and to present to the President and the Board of Regents, and Dr. Keeley moved to approve the report. Dr. Piercey asked Dr. Keeley about which areas were of greatest concern, or where EKV is making the least progress towards the stated goals, to which Dr. Keeley replied Goal Three related to student learning, which had more KPIs not meet their targets (though it is also the largest goal in terms of KPIs as well). Goal Five related to regional stewardship and Goal One related to diversity saw the strongest performance.

Dr. Piercey stated that each department should have one person assigned to enter data into TracDat to ensure consistency. Dr. Keeley stated that in order for EKV to stay in compliance with SACS requirements, each academic department must provide and analyze results each year related to each program's student learning objectives, and each administrative/support unit must provide and analyze results each year related to each unit's planning objectives. Dr. Ewalt called a motion on the floor and SPC members approved the Progress Report for 2007-2008. Dr. Ewalt complimented Dr. Keeley and the University Assessment Committee on the good work on the Progress Report.

IV Discussion of budget and financial planning issues -

Dr. Ewalt asked Mr. Moberly and Ms. Newsom to provide information regarding the Eastern Kentucky University Budget Guidelines for Fiscal Year 2010. (Please refer to Attachment C Budget Guidelines 2010 Draft-for discussion document). Ms. Newsom discussed the areas of Funding Sources: Anticipated state budget cuts allocation, Tuition and Other Income. Funding priorities are: Fixed Costs, Capital Pools, Financial Aid, and Internal Reallocations/Eliminations. The Board of Regents has to approve the FY2010 budget in June 2009.

Mr. Moberly stated that he believed it wise to prepare for budget cuts and that there will be reallocations in the future. Dr. Piercey noted that supervisors will have to account for any overtime out of the departments' maintenance and operating budgets, and that administrative assistants and all office staff will need prior approval before working overtime. He also noted that flex-time is offered at EKU and has been working very well across campus.

Dorie Combs stated that SPC has to decide what is most important, what matters most, and if are we doing those things most efficiently. Dr. Ewalt stated that it is important that we keep in mind as Dr. Combs suggested that our examining of these issues is not to make decisions for each unit or department, but is simply to help us understand how this aligns with strategic planning.

- V Preliminary discussion on 2011-2015 plan elements: student success, QEP, regional stewardship –

Preliminary discussion of the 2011-2015 planning process will be held over until SPC meets for its day-long sessions this summer. Dr. Ewalt distributed calendars requesting dates/times SPC members are available.

- VI Other business -

- VII Adjourned: 4:56 p.m.

Strategic Planning Council Summer Retreat

Values, Vision, Mission

Values

- Assessment, accountability, transparency, responsibility to the people of the Commonwealth, high standards
- Adaptability, flexibility,
- Respect for others, inclusiveness, fairness
- Ethical principles
- Caring (about quality of instruction, about students); holistic understanding of our students, mentoring
- Engagement
- Social change ... stewardship ... social justice ... environmental stewardship
- Stewardship of place ... commitment to the region

Vision

- Nationally recognized versus world class education, excellence in serving our region, students
- Emphasis on students, meeting students where they are (physically, intellectually, socially) for success and achievement in a variety of life situations ... rapidly changing , dynamic world ... (we need to do better at this)
- ECU students will adapt and succeed in a dynamic world
- ECU will educate students to By thinking C & C...
- Improving lives of communities, transforming lives ... these are two distinct but related ideas ... both needed to change the system ...
- Changing dreams to reality ... transforming lives

Mission

- Get rid of “instruction, scholarship, service” explicitly in the mission statement - - we know we must do them, value them appropriately
- ... dedicated to high quality
- Focus too much on university and us...
- Public university community
- Explicit ... what is our community, place ...
- Student success and regional or community stewardship
- EKV is a teaching and learning community dedicated to student success and stewardship of place
- EKV is a comprehensive public university community dedicated to student success and stewardship of place
- EKV is a comprehensive public university community dedicated to student success while fostering stewardship of place (maybe “place” not good -- limiting –
- Fostering regional stewardship

Chairs & Deans Points of Importance

- Plan must impact faculty and students (example: result in increased faculty salaries – something real must come of it)

Things we don't want to change:

- Core values tied to Service region
- Needs of students
- Values of academy that we are embrace
- Excellence of programs
- Emphasis on excellence of programs
- Transforming lives
- We need to honor, value, reward, and measure the transformation of our students
- QEP: important only if we can document the impact on students. How is it transferable? The measurement needs and problems here are considerable

Other Points:

- **Some mention of potential problems, road blocks, obstacles**
- **Resources: \$, faculty, support**
- **Too little time, competing needs (teaching, research, service)**
- **Already asking faculty to do too much (in response to the question Who's job is it to work on student success issues like retention, graduation?)**

Strategic Planning Council Timeline

- **September:** environmental scan (ongoing); Finalize the WHO and WHAT for focus groups and surveys by end of month.
- **October:** Administer focus groups, surveys
- **November:** Analyze results. What did we learn and how does that help inform Strategic Plan
- **Spring:** write plan (without KPIs). Share draft with ECU community by April. Get feedback
- **Summer:** Incorporate feedback; get buy-in from President, Board
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- **Fall:** Write KPIs, share draft campus-wide. Departments & units will now be writing their own to align with University plan

Strategic Planning Council Decision/Action Points

- **Environmental Scan – led by E.J. He'll need 2 SPC members to work with him**
- **Focus Groups – Karen Russell's scheduling needs: decide dates quickly**
- **Need 2-3 SPC members to help coordinate this effort**
- **Faculty: how to choose? How many FGs?**
- **Students: leaders? SGA-led?**

**Strategic Planning Council Requested Faculty Senate Input
in Forming Faculty Focus Groups.**