

## University Senate Minutes

<https://www.kutztown.edu/about-ku/administration/governance/university-senate.html>

February 6, 2020

4 -6 p.m.

### ACADEMIC FORUM 103

**Present:** G. Bamberger, R. Bowers, M. Cardozo, J. Careli, K. Clair, J. Conahan, A. Corder, R. Courtney, A. DeLong, S. Doll-Myers, M. Gabriel, J. Garcia, C. Habeck, B. Hudak, D. Immel, L. Irving, J. Jedwab, M. John, E. Kraal, S. Mangold, P. McLoughlin, F. Murshed, R. Portada, P. Quinn, V. Reidout, S. Riley, J. Robinson, J. Schlegel, D. Scott, G. Sirkakos, D. Stafford, C. Sunsay, J. Suwak, P. Toggia, M. Vaughn, V. Vlaun, A. Vogel, I. Waddelow, T. Wong, G. Yoppolo, A. Zayaitz

**Absent:** J. Gehringer, K. Hawkinson, C. Killebrew, C. Price, A. Rodriguez, W. Rogers, R. Salafia, M. Scheuing, M. Sims, J. Sober-White, F. Wei.

**Guests:** W. Hilton, S. Picus, K. Rauch, C. Wells, N. Cartwright, M. Delaney, J. Chernenkoff, T. Wytryk, K. Stewart, K. Brown, J. Stanley, E. Murray, L. Kowalski.

#### I. Call to Order 4:01

#### II. Approval of the Minutes from December 5, 2019

A. Corder asks for a motion to approve the December, 2019 minutes, J. Jedwab moves, S. Riley seconds; all in favor of approving the minutes.

#### III. Announcements/Presentations

1. Sustainability and Goals—M. Delaney & N. Cartwright

N. Cartwright - Director of Institutional Research

##### *PASSHE Goal Alignment Process*

- PASSHE circulated an excel document to all fourteen universities, each school was tasked with completing a workbook and sending back to the Chancellor. This workbook would then be sent to the Board of Governors.
- The workbook included student enrollment, success, outcome and university success.
- Chancellor took all historic data and created linear trends. Universities were then asked to respond with projections in those data areas.
- No projections could be submitted without a strategy attached.
- These strategies would include specific measurable and achievable metrics.
- All of this started relative to 2019/20 academic year- strategies reflect this time period.
- Data projections for enrollment should inform the university budget.
- Starting in 2020/21 AY, the goal alignment and projections should synchronize and this document will be updated again this coming May.
- Our goal is to find input on what initiatives are currently in place on campus.

- Various individuals from every division on campus were selected to give input and to provide updates.
- Historical data was used to link enrollment to the budgeting process.
- Projections were made for first-time undergraduate students, transfers, graduate students and undergraduate total headcount and FTE projections.
- PASSHE requested not just data but how we plan on accomplishing these numbers.
- Strategies were set to increase enrollment: recruitment, persistence, financial sustainability, and fundraising and scholarship dollars.
- Strategies were used to increase freshman enrollment to 1600 and transfer students to 575 by fall 2021, as well as graduate enrollment by 1.25% annually.
- Focus will be on increasing the retention rate by 1% annually and the persistence rate to 68%.
- Foundation's goal is to raise \$6 million during comprehensive campaign.

P. Quinn: In 5 years we will be a school of 8100? Is that the goal of the university?

N. Cartwright: That headcount is a byproduct of what the new student enrollment should be. Even though we are showing a declining new student enrollment through 2021 and increasing in 2022 and 2023, 2023 headcount is still less than where we are at 2019.

M. Delaney: Even with increasing retention and persistence we still have too many small classes over the next four to five years.

N. Cartwright: May 1st is the deposit date for new students, we will update this then.

M. Delaney: State System wants attainable realistic numbers, moving away from aspirational numbers.

N. Cartwright: Persistence rate was at 64% for the last two years.

N. Cartwright: Retention rate is 74% for Kutztown and 76% across PASSHE, KU was at 78% before (Fall, 2011).

K. Clair: Do we do a survey of students who leave?

T. Wytryk: Biggest answer for leaving is 'other'. If it is a financial issue, counselors are contacted, if there is something we can do, we try to get to students. We do have data on the answers and reasons on the forms.

M. Delaney: Reasons could be financial due to a lack of aid.

Matt Delaney

*Financial Sustainability Plan:*

- Presented and approved by the Board of Governors (BoG), each university was ranked against four financial indicators (enrollment, operating margins, primary reserve ratios, and minimum reserves). Schools were then color-coded based on health (green, yellow, orange, or red). 5 schools were placed in green with no plan necessary, no schools in plan 1, 6 schools in plan 2, and 3 schools were placed in plan 3. KU was placed in plan 2. Plan 1, 2 and 3 schools all had to complete the financial sustainability plan.
- Submissions were then required, only 9 schools were required to do the plan.
- CEOs, CFOs met in Harrisburg to review the plans and provided feedback, President and Chancellor will also review the plans.
- Guiding assumptions: realistic and attainable enrollment projections.

- We were told to assume tuition rate increase in line with inflation, and annual state appropriation of 2%.
- KU rolled in impact of new scholarship program, any adjustments to debt and transfers were also included.
- When all assumptions are rolled into financial projection over the next 4-5 years, we will have a balanced budget for this current year 19/20. Tough decisions were made in terms of cuts: 57 vacant staff positions, adjustments to temporary faculty, retirements, operating budgets cuts.
- Deficits of 5.4m, 8m, and 11.6m projecting forward; rate gets slower as we continue to project forward.
- Impacts on deficit are due to salary increases, benefit rate adjustments, financial aid and scholarship increases.
- 75% of expenses are personnel costs, this area clearly needs to be addressed in order to right size the budget to get back in line with current enrollment.
- Employee FTE count by bargaining unit, this is the plan/path we need to take to get to a truly balanced budget.
- 57 staff positions eliminated, reductions in temp faculty pool, moving forward from 2019/20 to 2023/24 reductions would be heavier on the faculty side.
- The President's stance is not to eliminate filled positions. On the faculty side, temporary faculty will be impacted, and retirements will also be factored in.
- Assuming we are able to accomplish these reductions in employee FTEs: annual revenues will equal annual expenses, we will continue to have a balanced budget.
- Over this time period, unrestricted net assets do improve mainly on the auxiliary side.
- State System's key financial indicators are also improving through this plan.
- Enrollment is down overall, through the life of the plan, there is a projected increase overall in the two out years; this will put us in the green category due to increased enrollment.
- Operating margin has been negative in the past 3-4 years this will turn to positive in the projections.
- Student to faculty ratio 17.4:1 in the previous fiscal year. Over life of the plan we would increase to 19.9:1, this ratio is of increased focus at the State System Level.

P. Quinn: What is our Unrestricted Net Asset (UNA) growth?

M. Delany: UNA is 57%, Education and General (E&G) drops during this time period, Auxiliary usually drives this. Rightsizing annual expenses while growing reserves.

P. McLoughlin: What is the definition of non-representative employee, the slide shows the pain for the faculty is not so bad when it is bad.

M. Delany: Pain for staff already happened. Two years where budget was balanced, it was on the backs of staff, not faculty.

P. McLoughlin: What titles were cut and what were added?

M. Delany: The former assistant VP for administration and finance no longer exists. A list can be provided.

K. Clair: Why are E&G and Auxiliary looked at separately?

M. Delany: State system asks to look at both separately. Costs are used differently.

M. Delany: The State System is holding universities accountable by setting plans for attainable projections.

J. Schlegel: How is faculty-student ratio calculated? Is that the same calculation we use in our marketing?

N. Cartwright: FTE students, divided by FTE faculty.

## 2. MyKU Course Search System—J. Stanley & K. Browne

J. Stanley

- Ken Browne and IT have been working on a way to search for GenEd courses through the course search system.
- Instructions were given to assist advisors in searching for courses. You can click on any GenEd class.
- Students will be able to click on open classes, closed classes, major only classes.
- Search can be narrowed down to class meeting days, when a class starts and ends, and you can also narrow by category.
- This is a significant improvement from what GenEd committee is able to offer at this time.
- Faculty can still use search, GenEd is included on this classical system as well.
- If all goes well, the goal is having this turned on for this coming advisement period.
- The list will be updated as soon as the course is approved.

T. Wong: Will the program filter courses that students cannot take as a GenEd due to special restrictions?

T. Wytryk: Not at the moment, advisors must inform advisees.

A.Cordner: As advisors, we would have to inform our students of this.

J. Stanley: This will be live soon, an announcement with instructions will be given to faculty.

## IV. Reports

### 1. Senate President—A.M. Cordner

In order to facilitate Senate's role as a communications hub for campus, we are instituting a new written report that will be provided each month with the materials provided for the Senate meeting. This report will give all unions on campus the opportunity to share information and issues with the broader campus community.

#### *Items in the Senate Pipeline*

- Early Warning
  - Steve Lem requested that resolution be drafted for Senate pertaining to early warning, but we need a clearer sense of the Senate (rationale, supporting information) in order to do so.

E. Kraal: It might be important to emphasize that the assignment is meant to help students and advisors get feedback, not necessarily for a weighted part of the students' grade.

A.Cordner: Week four was suggested as early enough, however, half-semester courses should be taken into account.

R. Courtney: Is the meaning to say that as of this time period you are in jeopardy, or is it that the instructor foresees this? This needs to be indicated.

- G. Sirrakos: We can only make certain assumptions so the language is useful, we need to agree on this and it needs to show up in some fashion in explaining to professors what they are doing.
- R. Courtney: This should not be dependent on one specific assignment.
- J. Schlegel: Concerned about the communications of it. What do we at Senate want to resolve about how we communicate to our students? What do students want to be communicated to them?
- I. Waddelow: Students want individualized care from their professors. Students would like to know what resources can be offered.
- E. Kraal: We have to be careful about addressing students before or after class about their grades due to FERPA issues. What system can we implement that would be productive?
- J. Conohan: If we are looking at retention, we should focus on attendance, participation/engagement in class and the acquisition of the course material. By week four the professor should know who is at risk at the undergraduate level. Notification should be a threat for early warning.
- L. Irving: Calling the student can be beneficial. Is there a dashboard for student performance?
- G. Sirrakos: This came out of concern that students don't know where they stand, and faculty were not providing feedback early enough in the semester. Class size also matters in terms of how faculty can report.
- A. Vogel: Assistant Deans would be useful in resolving these issues.
- A. Cordner: Resolution should include an early assignment with a timely grade, this will be passed along and brought back to the Senate.

- Constitutional Revision Task Force
- Final Exam Task Force
  - Suggestions for survey revision received. Last call before final revision of survey.
- Academic Forgiveness (ACA -055)
  - Enrollment Management Committee passed a motion with changes to this policy.
  - Awaiting discussion and revision from ASPC.
- Creative Collaboration Strategies

## 2. Senate Vice President—T. Wong

- The Committee on Committees would like to submit the bylaws of the Undergraduate Academic Honesty Committee (UAHC) to the Senate for approval. The UAHC is a new committee to be formed. Please refer to the attachment for the bylaws.

T. Wong: This committee is important because there are hearings lined up.

A.Cordner: All in favor of accepting the bylaws as presented: all in favor, motion passes.

- The Committee on Committees would like to submit the revised bylaws of the Academic Technology Committee (ATC) to the Senate for approval. Please refer to the attachments for the bylaws and the rationale for the revision.

T. Wong: Cancelled Natural Science position and split it into two positions Biological Sciences and Physical Sciences.

G. Sirrakos: Why is there a numeric bias towards CLAS?

T. Wong: Numbers are representative of departments on the committees

J. Schlegel: There are 24 members on this committee, but 6 in the Undergraduate Academic Honesty Committee.

A. Corder: All in favor of approving the bylaws: all in favor; motion passes.

- The Fall 2020 Willingness to serve was open on February 3, 2020. All faculty and staff who wish to serve on Senate committees may refer to the instructions provided on the Daily Brief and emails. The Willingness will close on February 14, 2020. If there are any technical difficulties, please contact Leah Cassella ([casselli@kutztown.edu](mailto:casselli@kutztown.edu)), Mary Bononno ([bononno@kutztown.edu](mailto:bononno@kutztown.edu)), or Tony Wong ([wong@kutztown.edu](mailto:wong@kutztown.edu)).

### 3. Senate Secretary—M. John on Elections

Various representatives on the Committee on Committees, Grade Appeal Board and Strategic Planning and Resources Committee are selected via an election process. Nominations for the following committee positions will open approximately February 24 and will be open for two weeks. Elections for the positions will be held after spring break.

#### *Committee on Committees (Term—3 years)*

- College of Visual & Performing Arts Representative
- Professional Staff

#### *Grade Appeal Board (Term—3 years)*

- College of Liberal Arts & Sciences Representative
- Graduate Faculty Representative
- College of Education Representative

#### *Strategic Planning and Resources Committee (Term—3 years)*

- College of Visual & Performing Arts Representative

### 4. University President—K. Hawkinson substituted by the Provost

- Pay attention to what the Governor is saying about his budget proposal.
- Proposals do not always get funded how one may hope.
- Governor Wolf will visit KU on March 4<sup>th</sup>. We are sharing this day with East Stroudsburg; the Governor will be visiting all 14 campuses.
- We are working to get the Middle States monitoring report finished by the end of the month. There will be a small team visit at the end of April.
- All continued work by KU's community is appreciated.
- Received an email that Berks County elections board has voted to approve our campus a location for the primary. There will be conversations about what we can do to remain a campus where students can vote.

### 5. University Provost—A. Zayaitz (see above)

### 6. Student Government Board—B. Hudak

Retreat:

- SGB held spring retreat on January 21<sup>st</sup>.

- Trained our new members on what it means to serve on the SGB.
- Set our committee goals for the semester.

#### Vice-President Election:

- Former SGB Vice President (VP) stepped down due to personal reasons.
- Currently searching for new VP for SGB.
- Per the requirements of constitution nominations were held for two weeks.
- This past Tuesday there was an open forum where all of the student body was able to attend and ask the candidates questions.
- SGB will officially elect a new VP at this Tuesday's meeting.

#### Special Funding Process:

- An email will be going out next week explaining the timeline for the application process.
- Budget and finance committee will begin reviewing the applications.

#### Upcoming Guests:

- Mary Neuenschwander from the KU Foundation
- Kent Dalquist from housing and dining services
- Dr. Stanley on the updated course search system
- Dr. Hilton on an Enrollment Management update
- Mr. Bernard McCree from Financial Aid
- Krista Evans from admissions

#### Current Topics of discussion:

##### Hosting a Mental Health Campaign or event

- Making students aware of the resources on campus
- Addressing the wait time within our counseling center

##### SGB is moving forward with campaign aligned with CASA which has the goal of

- Providing students with academic success tips
- Encouraging students to attend class

##### First Year Seminar concerns

- Students are concerned with the high Failure and D grade rates of FYS.
- It's the opinion of the students that FYS is being counterproductive to its original purpose and to the persistence goal of increasing freshmen retention by 1% that was mentioned within the goal alignment presentation at the beginning of today's meeting.
- Freshmen have been surprised to learn of their curriculum for their FYS courses as the curriculum has not aligned with what was presented to them orientation.
- Additionally, it the student opinion that there simply are faculty members teaching the courses that should not be working with freshmen.

##### Interim replacement for the Clinical Experience of the COE

- Overwhelming number of complaints and concerns about this individual and office.
- Our COE reps have been compiling these complaints and concerns to bring to Dean Ward in an upcoming meeting.

- These complaints range from inconsistencies and mistakes with student teaching placement to personal student information being shared with other students via email.

P. McLoughlin: Can you provide the issues with the FYS courses.

B. Hudak: Many freshman are failing FYS, course objectives are not aligning.

#### 7. Assessment Office—K. Rauch

- Academic Assessment day was held on January 13th, 50 plus faculty attended as well as academic Deans, a successful panel of 3 faculty members who spoke about their experiences.
- Survey was conducted.
- One recommendation: Having breakout session for faculty teaching graduate classes.
- Assessment grants are available for next year, applications are due March 2nd, up to \$5000.

#### 8. Unions/Committees

##### AFSCME written by Ray Dunkle, Jr.

The university is operating with much less staff than in the past. We are concerned that the job cuts and freezes are being applied mainly to AFSCME members, and we are afraid the trend will continue. As AFSCME members retire, positions have been downgraded or cut. When positions are cut, work levels increase, making it increasingly more difficult to accomplish daily tasks and increasing the pressure on our already overburdened workforce. Two positions at the university storeroom were recently eliminated which resulted in task realignments. In the long run, we feel these position eliminations will cost the university more than the replacement of the positions. As members of AFSCME and the Kutztown campus community, we are dedicated to the ongoing success and well-being of this university. We understand that balancing the budget is an extremely important university issue; however, we also feel that some positions need to be filled in order to maintain effective operations and the overall health of the university.

##### SCUPA written by Frances C. Cortez Funk

The State College and University Professional Association (SCUPA) represents professionals who are the Assistant and Associate Directors of Admissions, Financial Aid, Student Activities, Residence Life, Judicial, Registrars, Tutorial and Academic Assistance Services, Career Services, Alumni Relations, grant funded programs, and others working in student development across all 14 universities in the Pennsylvania State System of Higher Education.

- SCUPA, on a state level, has over 600 people in the bargaining unit.
- SCUPA union affiliation on a state level is Pennsylvania State Education Association (PSEA).
- On a national level, we are also with the National Education Association (NEA).
- Kutztown University has 54 people in our bargaining unit.
- Valarie Reidout is our SCUPA representative on the University Senate. Frances C. Cortez Funk is our current KU President. R. Chad Brown and Frances C. Cortez Funk are state elected members at-large representatives.

- Currently, there are two employment searches in process on campus: Assistant Director of International Admissions and Director of Multicultural Services. Both positions are in the SCUPA bargaining unit. These are vital positions in serving student populations.
- On a SCUPA state level, the leadership and PSEA are working together in looking at the most recent information released by the Chancellor. The proposed changes to ACT 188 have raised questions.

APSCUF:

P. Quinn: Rep council has not met. Report will be provided next month.

**V. Unfinished Business**

1. Course Grading—Undergraduate Students (ACA-048)
2. Early Warning

These items were covered above.

**VI. New Business**

P. McLoughlin: Would like to take course grading policy off the table and send it back to ASPC.

P. McLoughlin makes a motion to take off the table, and a motion to send back to the committee.

J Carelli: Why do we not have the plus or minus yet, what is the motivation?

Clair: It is the only way, student teachers needed a 3.0, that grading criteria would make it too low.

A.Cordner: We have a motion to take course grading off the table; P. Quinn seconds.

All in favor, motion passes, three abstentions.

Motion to refer back, DeLong seconds.

All in favor, motion passes, course grading goes back to the committee.

**VII. Good of the Order**

**VIII. Adjournment**

P. McLoughlin moves to adjourn, J. Garcia seconds, all in favor.

Respectfully Submitted,  
Mauricia John  
Secretary, University Senate

Please note: University Senate meetings are audio recorded to facilitate the documentation of University Senate proceedings (minutes). Audio recordings are only shared with members of the University Senate Executive board and support staff. Records will not be uploaded to the internet, shared, or transmitted.