

**University of Denver  
Faculty Senate  
Minutes  
January 8, 2010  
Renaissance Room South**

**Senators (or proxies) present:** Lyndsay Agans, Bill Anderson, Kimberly Bender (proxy for Stacey Freedenthal), Eric Boschmann (proxy for Paul Sutton), Jennifer Campbell, Frederique Chevillot, Paul Colomy, Larry Conyers, Terry Dalton, Susan de Ghize (proxy for Chris Malloy), Ralph DiFranco, Sandy Dixon, Jeff Engelstad, Judith Fox, Katherine Freeman, Sandra Eaton (proxy for Keith Miller), Sylvia Hall-Ellis, John Hill (Executive Secretary), Jennifer Hoffman, Allison Horsley, Ruth Ann Jebe, Scott Johns, Peggy Keeran, Frank Laird, James LaVita, Rick Leaman, Tiffani Lennon, Scott Leutenegger, Michael Levine-Clark (President), Jeff Ludwig, Sandra Macke, Justin Marceau, Mohammad Martin, Seth Masket, Don McCubbrey, Robert Mill, Keith Miller, Viva Moffat, Mia Mulvey, Vijaya Narapareddy, Paul Novak, Linda Olson, Pallab Paul, George Potts, Martin Quigley, Tom Quinn, Colleen Reed, Charles Reichardt, Polina Rikoun, Karen Riley, Nicholas Rockwell, Christy Ann Rowe, Nancy Sampson, Sheila Schroeder, Robert Stencel, Gordon von Stroh, Kate Willink and Wilfried Wilms.

**Call to Order**

Michael Levine-Clark, Faculty Senate President, called the meeting to order at noon and welcomed everyone.

A motion to approve the minutes from October 9, 2009 was seconded and approved with the following correction: on page two of the minutes remove the first instance of the sentence “Some of this was accomplished with gift aid and endowment release, which we hope to increase in future years.”

President Levine-Clark announced that administrator evaluations will be out next week, possibly as early as Monday. The Senate Executive Committee has formed a small subcommittee to better gather and use administrator evaluations. Anyone interested in joining the group should contact President Levine-Clark.

**Provost’s Report and Questions (Gregg Kvistad)**

**Enrollments and applications for fall 2010 are looking good:**

As of Wednesday January 6, 2010 undergraduate enrollments are at 97.4% of fall end-of-term, versus 96.0% (2009), and 95.8% (2008). Graduate enrollments also look good, but data are not yet available.

Applications for fall undergraduates are ahead of last year’s pace. We have 5065 applications versus 4377 (2009) and 3410 (2008). We have a large base of interested students; the admissions

office initiates contacts with 8<sup>th</sup> and 9<sup>th</sup> graders, and students apply to more schools than in previous years. International applications to date have increased to 140, versus 98 (2009), and 62 (2008); this increase is probably due more to events than trends.

Graduate applications are significantly higher: 2453 versus 1398 (2009) and 1821 (2008). International applications are at 331 versus 193 last year. Applications are up in all programs except where we are intentionally seeking to reduce enrollments, e.g., Law, Daniels, Korbel. These applications bode well for both quality and enrollments for fall; it is still very early.

### **Possible future budget cuts:**

The last budget extracted \$12.1 million through staff reductions and budget cuts from each of the 47 units (not formulaic). Our situation is neither the best nor the worst. For example, see the recent *New Yorker* article about UC Berkeley.

We will look at auxiliary and support units to see if we still need to perform all of the functions conducted at the units. Conversations are underway with these units. We are not planning cuts at academic units. We are still working on the FY 11 budget; nothing significant is looming.

### **Financial Aid:**

We will try to give early notice to faculty regarding financial aid adjustments and decisions. Most units do not stack aid, but rather offset aid.

### **Off Campus Fatality:**

Contrary to some published reports, this was not a DU house or a DU party. None of the people involved were DU students. The fatality was apparently caused by excessive alcohol consumption, but the investigation is still underway.

Drug and alcohol incidents at DU are down about 50% for fall: alcohol misuse—145 versus 287 last year; drug misuse—18 versus 39 last year. We do not know the reason(s) but it is not due to under reporting, or relaxed enforcement. We have extensive programming to help students with such issues. Patti Helton would be happy to answer questions or meet with the Senate.

### **Questions and Answers:**

Might the financial aid structure create disincentives for units to raise scholarship funds?---The University needs to raise as much money as possible for our students. We cannot rely overly on tuition discounts. I would hope the entire university could rally around this objective.

What is the potential for year-round enrollment?---the Chancellor sees this as a potential way to get more revenue in the pipeline. It requires thoughtful and strategic consideration. This is a very big deal. Deans, faculty, and units will be involved in evaluating it. We will survey students and parents to assess potential interest. Some institutions require year round attendance; for example, Dartmouth requires freshmen to take three semesters in a row. There are issues with federal

financial aid to work through. We would probably pilot it before going full scale. For now, it is just being discussed among the deans.

How are the administrator evaluations used?---Administrators read them; if they don't, they know they should. I have 44 direct reports including deans, associate provosts, and some directors. I read every administrator evaluation. I sometimes work them into evaluations, identifying both areas for congratulations and areas where work needs to be done. The Chancellor also reads the evaluations. There are many constituencies including faculty, the Chancellor, Trustees, and donors. There is not an automatic connection between the evaluations and job prospects for the next year, but evaluations have contributed to changes in the past. Evaluations are taken very seriously. I also understand there are confidentiality concerns for evaluations within small units. A Faculty Senate subcommittee is identifying and assessing options to better use the administrator evaluations. The return rate for central administration is about 15%; it is single digits for other units.

### **Barbara Wilcots, Associate Provost for Graduate Studies**

The major routine responsibilities include: admissions process; graduate fellowships; student services; Chair of Graduate Council; oversee quality with deans; and work with deans, the Provost, faculty, and the Chancellor to support student recruitment and retention.

We have started conversations at Graduate Council regarding the handling of students with three-year degrees. We expect many further conversations with the council, deans, internationalization, and others. We do not currently accept three-year degrees, but here are some exceptions. We face a potential disadvantage with universities that accept three-year degrees. Concerns with three-year degrees include student preparedness for graduate studies, particularly where the liberal arts core is lacking as is often the case. It can also be very difficult with interdisciplinary programs. Some universities make decisions on three-year degrees at the unit level; some have bridge programs. I hope to have a proposal regarding this by the end of the academic year.

We have the potential to become inundated with international applications. Our capacity to evaluate language ability is a concern. Most applicants are from China. We are seeking to have more from other countries and maintain a balanced population.

Please feel free to contact me with any questions, comments or suggestions.

### **Jennifer Karas, Associate Provost for Undergraduate Academic Programs**

Major responsibilities and activities include:

- Coordination with the Provost, Planning and Budget, and the Registrar.
- Chair of the Undergraduate Council. This was formerly rotated among the undergraduate deans.

- Preparing for implementation of the new Gen Ed curriculum in fall 2010. This includes setting up the Gen Ed central committee, evaluating impacts across the board, and planning for student transitions. Core will not be offered after summer. We will establish an information website and have information available within about a week.
- Work closely with Jo Calhoun on matters such as advising, academic exceptions, academic standards and at-risk students.
- Working with the Registrar on development of a consistent coherent university-wide transfer credit policy.
- Accreditation (co-lead with Janette Benson)

## **Higher Learning Commission Reaccreditation Process (Janette Benson and Jennifer Karas)**

### **Overview**

- Accreditation: voluntary “seal of approval” by regional accreditation agency --the Higher Learning Commission of the North Central Association or HLC-NCA
- Provides public assurance that DU meets HLC requirements and criteria
- Federal funds only to accredited institutions
- DU 1<sup>st</sup> accreditation 1914. Accreditation renewal; last reaccreditation in 2001

### **HLC-NCA**

- One of six regional accrediting bodies in U.S. recognized by the U.S. Dept of Education
- The Higher Learning Commission (HLC), within the NCA, reviews institutions of higher education
- NCA covers 19 states (mostly western and midwestern)
- Over 1,000 higher learning institutions are members
  - Range: 1-year technical colleges, online colleges, 2-year community colleges and 4-year institutions, public & private

### **HLC-NCA: 2001 visit**

Identified areas of concern:

- Low Enrollment Graduate Programs
- Assessment

DU Progress Report to HLC (July 2004):

- Low Enrollment Graduate Programs:
  - AHSS: closed 6 MA programs; consolidated 7 others
  - DCB: combined 13 MBA majors into 1 MBA degree with Concentrations
  - MCE: closed 3 MA and 2 Ph.D. programs
  - GSSW: clarified that there was 1 MSW –not 7

- DU argued that small programs in the Humanities and Sciences are critical to DU's educational and research mission, but nevertheless closed 14 programs and 32 separate programs consolidated into 9 overarching degree programs with concentrations
- Assessment
  - Increased staff FTE in Office of Assessment & IR
  - Assessment Director met with all academic units to help implement assessment plans
  - Establish DU Portfolio Community
  - Faculty workshop series on assessment
  - Provost required formal approval of assessment plans
  - CTL provided grants to several units to assist in the collection and analysis of assessment data
  - 2008 Separate Office of Academic Assessment

### **Reaccreditation Site Visit: Nov. 8-10, 2010**

Site visitors are peer-reviewers (faculty and administrators) at HLC institutions, trained by HLC

- Team of 10-15 visitors: review DU self-study document, visit campus, and interview key individuals and groups across campus to evaluate DU with respect to 5 HLC Criteria
- Visiting team to meet with members of campus community (please mark your calendars now)
- Visiting team makes recommendations to HLC regarding reaccreditation and suggestions about areas for DU to "advance"

### **Reaccreditation 2010**

Since last accreditation (2001), the criteria have changed and they will likely change in the future.

Today, accreditation is:

- Mission-driven
- Outcome-driven
- Evidence-driven

### **Criteria for Accreditation:**

#### **Organization of self-study document by HLC criteria (by chapter):**

**One**--Mission and Integrity

**Two**--Preparing for the Future

**Three**--Student Learning and Effective Teaching

**Four**--Acquisition, Discovery, and Application of Knowledge

**Five**--Engagement and Service

**Six**--Federal Compliance

## **Structure and Process**

Broad Input from DU Community (administrators, faculty, and staff):

- HLC Coordinating Group (8)
- HLC Steering Committee (25)
- HLC chapter groups 6 groups (3-25)
- Winter 2007-2009: Program reviews
- Winter –Summer 2009: Chapter writing groups
- Fall 2009: Rough draft of self study

First draft

Gap analysis: Continuity, common voice across chapters, reduce redundancy, broad coverage/examples

After these refinements....

Penultimate draft presented to DU community for comments and suggestions that will go into the final draft.

## **What YOU can do now to help**

1. Vision, value, mission, and goals survey
2. Help prepare the campus for team visitors
3. Update and check accuracy of websites
4. Update your Program Review for the Site Visit Resource Room

## **Adjourn**

The meeting adjourned at 1:30 pm.

## **Prepared and submitted by**

John Hill  
Faculty Senate Executive Secretary