

University of Denver
Faculty Senate
Minutes
October 26, 2012
Renaissance Room South

Senators (or proxies) present: Annaliese Amschler Andrews, Alvaro Arias (proxy for Mario Lopez), Shimelis Assefa, Karen Bensen, Eric Boschmann, Jenny Bowers, Jennifer Brady, Rodney Buxton, Mercedes Calbi, Victor Castellani, Frederique Chevillot, Maclyn Clouse, Claude d'Estree, Sandy Dixon, Russell Fielding (proxy for Paul Sutton), Josh Hanan (proxy for Christina Foust), Jim Gilroy, Sylvia Hall-Ellis, Leslie Hasche, Annabeth Headrick, John Hill, Tim Hurley, Scott Johns, Megan Kelly, Michelle Kruse-Crocker, Frank Laird (proxy for Joe Szyliowicz), Rick Leaman, Tiffani Lennon, Scott Leutenegger, Mohammad Matin, Don McCubbrey, Erin Meyer, Keith Miller, Ved Nanda, Anne Penner, Martin Quigley, Tom Quinn, Charles Reichardt, Nick Rockwell (proxy for Rafael Rossotto Ioris), Maria Salazar, Amrik Singh, Geoff Stacks, Mary Stansbury, Jing Sun, Matt Taylor, Ron Throupe, Bruce Uhrmacher, Robert Urquhart, Tim Weaver, and Melanie Witt.

Call to Order, Approval of Minutes

Scott Leutenegger, Senate President, called the meeting to order at noon.

A motion to approve the minutes from the September 28, 2012 Senate meeting was seconded and approved.

Provost's Report—Gregg Kvistad

At the Senate meeting at the end of September, I shared the fall enrollments numbers and informed you about our enrollment shortfall. Since then, we have held a series of meetings to figure out what happened, why it happened, and, most importantly, what to do about it.

I hope you have all had a chance to read the budget transmittal; this is the same document that is submitted to and voted on by the Board of Trustees.

There are several factors that contribute to, and characterize the current situation:

- We have a shortfall of about 100 undergraduate students.
- Four graduate units have major shortfalls; these shortfalls total more than \$3 million.
- Revenue is less than budget for this year and future years.
- Over the past few years we have been increasing financial aid to remain competitive with institutions like us (or institutions we want to be like), and thereby attract the quality students we seek.

- Relying on tuition revenues for investments is not realistic.
- Our tuition dependence compared with our peers is extremely high and it has increased from last year.
- The diversity of our revenue streams is very limited; our annual endowment release is very small compared with our peer institutions.

We can handle this situation this year, but it compounds in future years. The merit pool is always a placeholder until the third week of fall when the actual tuition revenues are known. As a possible solution we consider expense cuts, but these would most likely take the form of position cuts. We decided the planned 2.75 percent merit pool would become a one-time bonus payment for eligible faculty and staff. This is not ideal and we are deeply concerned this decision is necessary.

This decision reduces the university's primary expense driver. We have retained the planned faculty salary enhancement pool. A lot of publics have not had raises in four years. We have a multi-year plan to increase faculty salaries, but it depends on future tuition revenues.

We have added 76 faculty and 90 staff positions over the past two years.

Our chances of recovering from this are good. We will increase the size of next fall's entering class. We should be at about 5300 undergraduate students, but we are at a little over 5000. Students seem to be increasing their velocity towards graduation and showing increasing interest in dual degree options.

Compensation in 2013 is 84.48 percent of net tuition; in 2010 it was 78.58 percent. This is very high; it should be less than 80 percent.

Budget development discussions are underway with each of the 47 units. Expense increases will be tiny, with only "existential" items funded.

This has been as difficult as anything the Chancellor and I have been involved in. However, it is not anything like the challenges we faced in the early 1980s when it was difficult to be certain we could keep the doors open.

Fall applications are up by 57 percent, but yield is declining. We are not alone in experiencing a declining yield. We are expecting 26,000 applications versus 15,000 this year.

Our tuition dependence is not sustainable; we need to change our model. We can expect significantly less revenue from parents and from politicians in the future. We are not in a position to grow. We seek students who need more financial aid. These issues will percolate through all that we do.

We need multiple gifts of \$10 million to grow our endowment to match our peer institutions.

This decision was not taken lightly. It is hard for all of us.

Responses to Questions and Additional Comments:

Why did we hire 76 faculty over the past few years when we are so tuition dependent?—We have increased the number of students and we are trying to create space for faculty research.

How many of the 76 are non-tenure line?—I don't know the exact number but it is large. The tenure-line model has been the standard since post World War II. This is changing; the use of non-tenure line is increasing rapidly at all institutions. This is part of the RenewDU discussions.

Where were the staff added?—Many are in the graduate professional units. These units often need more staff because they handle matters such as registrar, enrollments, marketing, student services, etc. internally. There have been some increases in Advancement and Alumni Affairs.

What is the status of possible multi-year contracts for non-tenure line faculty?—A meeting has been set up with Scott Leutenegger. The Chancellor and I support this.

Dean Saitta asked: “What is the response to the Arthur Gilbert motion passed by the Senate last May?”—DU is subject to Title IX. We usually think about this in the context of athletics, but there are many other provisions including some regarding matters such as discrimination and harassment. When a sexual harassment charge is made it must be referred to the Office of Equal Opportunity. The OEO performs an initial investigation. This initial investigation must meet Title IX requirements. Title IX mandates subsequent investigations and steps depending on the outcome of the initial OEO investigation. I cannot change this.

Regarding last spring's Senate vote: I am surprised the Senate vote was taken when the available information was so limited. I know all aspects of the case and it is not simple. We would put our financial situation at risk if we did not carefully follow our processes. I am open to process changes regarding such matters. We could have more faculty involvement, but extensive training would be required.

The Provost stated he would like input on how to administer the \$1.5 million faculty salary enhancement pool. He will work with deans to develop a multi-year plan; equity and competitiveness are significant criteria.

Should we look at the greatest disparities?—It should be considered, but not everyone is underpaid.

I have meetings next week regarding multi-year contracts and potential APT revisions.

Please think about this and email your questions and suggestions to me. I will integrate them into the discussions with the deans.

What is the cause of the 100 student shortfall, and what is the risk of another 100 student shortfall?—We aimed very high on student quality, and we went through our waitlist much more quickly than in previous years. Academic profile is more of a risk than another shortfall.

Athletics Update—Peg Bradley-Doppes

Peg handed out a brief written report and several flyers including the 2012-2016 Strategic Plan, and a brief report on student-athlete career enhancement and assistance. She also reported the following:

We are still working on conference affiliation. This is not just about athletic scheduling, but also about the kinds of institutions we want to be affiliated with. We hope to resolve this within the next few weeks. We continue to emphasize the link between academics and athletics for our existing students and recruits. The academic spotlights prior to athletic contests are very well regarded and garner significant audience attention. It is humbling for athletes and coaches to learn about the academic excellence and quality of our faculty.

Bookstore—Scott Leutenegger

Scott circulated a large thank you card for the bookstore staff. The card was signed by the Senators.

Dean Emeritus Motion—Scott Leutenegger

The Senate passed by voice vote a motion recommending Dean Emeritus status for Dean Peter Buirski, GSPP.

Executive Session (Senators only)—Scott Leutenegger

Prior to the start of the Executive Session:

- Scott Leutenegger proposed that the Senate, in a break with past practices, have a modest Thanksgiving lunch and donate the savings to Denver Rescue Mission and the Denver Food Bank. Senators expressed strong verbal agreement.
- Ved Nanda announced that DU accomplished a 91 percent bar passage rate, the highest in the state.

Adjourn

The meeting adjourned at 1:30 p.m.

Prepared and submitted by

John Hill

Faculty Senate Secretary