

**University of Denver**  
**Faculty Senate**  
**Minutes**  
**April 4, 2014**  
**Renaissance Room, Mary Reed Building**

**Senators (or proxies) present:** Larry Berliner (Proxy for Allegra Reiber), Terri Davis, Ron De Lyser, Graham Foust, Jim Gilroy, Josh Hanan, Leslie Hasche, Annabeth Headrick, John Hill, Tim Hurley, Scott Johns, Arthur Jones, Megan Kelly, Brian Kiteley, Michelle Kruse-Crocker, Maciej Kumosa, Frederic Latremoliere, Rick Leaman, Tiffani Lennon, Luis León, Scott Leutenegger, Jeffrey Lin, Don McCubbrey, Erin Meyer, David Mindock, Michele Morrison, Linda Olson, Scott Pegan (Self), Scott Pegan (Proxy for Keith Miller), Anne Penner, George Potts, Rebecca Powell, Quigley Martin, Chip Reichardt, Naomi Reshotko, Jeremy W. Reynolds, Paula Rhodes, Rafael Rossotto Ioris, Dean Saitta, Nancy Sampson, Jamie Shapiro, Derigan Silver (Proxy for Tony Gault), Amrik Singh, Geoff Stacks, Mary Steefel, Paul Sutton, Robert Urquhart, Joshua Wilson, 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 February 24, 2014 Senate meeting was seconded and approved.

**Provost Report**

The Provost discussed three items.

**Enrollments**—We remain 69 to 70 percent dependent on tuition revenue. As we approach the end of FY 2014, our financial situation is more solid than last year at this time although there have been some blips. We project a bottom line tuition revenue variance of + \$9 million, compared with -\$1.7 million last year. This \$11 million swing illustrates how sensitive we are to tuition revenue.

Undergraduates account for most of the variance. We used a more conservative persistence estimate this year. We remain at about 5200 undergraduates, although they are distributed differently in years and classrooms. We are using inputs from deans and department chairs to plan for this.

The most significant revenue shortfalls relative to budgeted revenue are:

- DCB—\$900K—Because of its low discount rate, DCB is a high net tuition generator. DCB is covering this through expense cuts, budget flexibility, expense saving due to fewer classes, and gainshare.
- Sturm—\$1 million
- CWC—\$1 million—This is 25 percent of planned revenue and is not sustainable. We are working on it with CWC.

The Sturm and CWC shortfalls can be handled without impacting the overall DU bottom line.

For the past 10 to 15 years the professional schools have been the major sources of revenue and revenue growth. Nationally, applications to law schools have declined. This decline and our own deliberate class size reductions have led to a situation where Sturm's costs are exceeding its revenue. We are working to correct this; DU should not be subsidizing professional schools.

GSSW, Education, and Professional Psychology all have positive revenue variances.

I am in the process of preparing the budget transmittal to the Board of Trustees. I will meet with the Senate Budget and Finance Committee within a few weeks.

**Strategic Planning**—The Strategic Planning Steering Committee has about 30 members; the Chancellor is the chair. A Portfolio site has been created. Each member has been asked to list five or six items. The committee will narrow these to a few priorities for the next three to five years. Broadly speaking, the areas of principle concern and attention include:

- Affordability for students—This is a very big issue.
- Sense of community on campus—DU students do not feel as engaged as students at many other institutions. This is a complex and multi-faceted issue.
- Resources and money—We need a plan for the next three to five years.

Our previous focus has been buildings, faculty salaries, and safety issues. We have talked with faculty and staff recently about their issues and concerns.

Once specific potential goals are articulated, we will initiate a series of conversations among alumni, students, staff, and faculty. It is very important that the entire DU community is engaged in these conversations.

#### **Dean Searches:**

**Daniels College of Business**—The search is completed. Brent Chrite will start as dean on August 1, 2014.

**Arts, Humanities, and Social Sciences**—A third candidate will visit campus today. A fourth candidate will visit campus next week. The Chancellor and Provost will meet with the search committee soon thereafter. We expect to make a selection soon.

**Daniel Felix Ritchie School of Engineering & Computer Science**—We have four finalists, but no campus visit are scheduled yet.

## Questions and Comments

Maciej Kumosa announced the award of an NSF grant to the University of Denver to establish the NSF Industry and University Cooperative Research Center for Novel High Voltage/Temperature Materials and Structures. He also stated that DU needs to do a better job of publicizing such accomplishments. He expressed his dissatisfaction with the Provost's support of efforts to seek research grants, and the handling of personal matters involving Maciej. He also asked the Provost to resign.

Scott Leutenegger agreed that the new Center is a very significant accomplishment, and stated his disagreement with Maciej's other statements, and that the statements were inappropriate and disrespectful.

## Get the Vote Out

Scott reminded all Senators to encourage their faculty to vote on the APT revisions. Voting is electronic and will start on Monday April 7, 2014 and continue through April 10, 2014.

Scott stated our goal is to have more than 70 percent of faculty vote which has never occurred before.

## Strategic Planning: Public Good Brainstorming and Discussion

Scott noted that today's Senate meeting is primarily devoted to the issue of "Public Good."

By way of background, one of the suggestions from the Strategic Issues Panel is that DU needs to differentiate itself from other institutions of higher education.

The vision of the university is: "The University of Denver will be a great private university dedicated to the public good." Perhaps a key way to differentiate ourselves would be to more fully embrace and act on this vision. So today we will have a brainstorming session at each table followed by table reports to the full Senate.

The following discussion questions were distributed to the Senate prior to the breakout discussions:

- Vision: "The University of Denver will be a great private university dedicated to the public good."
- What does public good mean? How does one define it?
- What are examples of DU public good work?
- What are examples that others may not characterize as public good? Is it possible to define "public good" in a way that can be embraced by all, or at least a significant majority, of academic disciplines at DU? If so, what is that definition?

- Are we as a university "dedicated" to public good? Why or why not?
- What would DU look like if we fully embraced public good?
- Should DU fully embrace "public good" as a way to differentiate ourselves from other institutions of higher learning? If yes:
  - What steps should be taken to be "dedicated"?
  - What would/could DU look like that would differentiate us from others?
  - Would/should this change the way we evaluate faculty: annual reviews, T&P decisions, faculty awards? If so, how?
  - Would/should this change impact curriculum? If so, how?
  - Would/should this change impact the foundational curriculum? If so, how?
- Note, here are some "easy" definitions that do not differentiate us from other schools:
  - The creation of new knowledge is a public good.
  - The education and preparation of students for society is a public good.

### **Breakout Group Comments, Suggestions, and Questions**

- We struggled with the definition of public good:
  - It is beyond visibility and service in the community.
  - Should it include research, e.g., artificial limbs, scholarships to underserved populations (accessibility)?
  - Bring the community more to DU.
  - It must be more than a slogan or a tag line.
- We thought in terms of how we attract students:
  - Pro bono at law.
  - Service learning elements.
  - Opportunities to engage with the public.
- Require student community engagement.
- Encourage faculty community engagement.
- Visibly and meaningfully acknowledge needs of community, but how?
- Should it be part of APT?
- Often it occurs outside the campus.
- "Public" is a problematic term. It is a spatial metaphor.
  - Explore ways to define or replace "public."
  - Possibly "common" good?
- Public symposium of DU faculty to share our work.
- We suspect there is a lot of public good going on that no one knows about; we need compilation and communication of this information.
- If we are not willing to do it, change the motto.
- Our students are increasingly idealistic and interested in public good year-over-year. Students would be delighted and thrilled by a more meaningful commitment and opportunities.
- Ethics must be included.
- It takes different forms among the various departments.
- Encourage faculty to post activities and accomplishments at sesquicentennial website.

## **Adjourn**

The meeting adjourned at 1:30 p.m.

Prepared and submitted by

John Hill  
Faculty Senate Secretary