



NORTHEASTERN
STATE UNIVERSITY

Faculty Council

March 24, 2017 Minutes

The mission of the Northeastern State University Faculty Council is to promote communication and cooperation among the faculty and between the faculty and the administration. The Council serves as the faculty's collective voice in shared governance in order to achieve excellence in the academic endeavors of the university. Toward this goal the Council seeks to enhance the university's pursuit and dissemination of knowledge by promoting and preserving academic freedom and integrity, encouraging creative inquiry, and recognizing scholarly achievement. The Council further serves to foster the professional development and economic well-being of the faculty ~ Adopted by the Council, February 6, 2004.

The meeting was called to order by President Renee Cambiano in Sci 147 at 3:00 p.m. on March 24, 2017. There was ITV access in Tahlequah, Broken Arrow and cell phone speaker access in Muskogee.

Guests (Time is typically set aside for administrators who wish to address the council):

This was a special meeting of Faculty Council to hear from Provost/VP Academic Affairs Arant.

Arant appreciates everyone that came. "We need to have a conversation and it doesn't end today. We need to talk about the status of education in Oklahoma." He brought three main topics.

1. Faculty Advisor Role. He wants to reinstate the role of faculty advisors because he has been asked by faculty and faculty candidates about advising and because research shows more interaction with students leads to more retention. There is a proposal and it would not be universal. He only wants faculty who want to do it. It will be volunteer and not forced on anyone. It has led to higher retention rates at other institutions in the 80's%. Faculty are the key and they need to have the passion to do it. Advising will be evaluated and assessed as part of promotion and tenure. NSU has tools to generate schedules, so this will not be schedule building. Course Scheduler will have automated ways to build the schedules and get them approved. There was a question about the number of students to be advised. He responded that there is a 300/1 ratio for professional advisors. There was a



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question about the form some faculty received to apply for mentor/advisor roles. He said right now faculty can only apply for mentor roles. The advisor part has not been decided on and is not current policy. Mentoring is not the same thing. He was asked about who makes the decision about each faculty advisor. It will be up to the faculty and Department Chairs with input from Deans. There was a comment that it would be preferable to keep the advising number as small as possible because students have expressed their appreciation of NSU's tradition of personal contact. Advising will be online and face-to-face.

2. Non-tenure Track Advancement. He has been using CUPA-HR to develop new classifications for faculty. They would be Teaching Assistant Professor, Teaching Associate Professor and Teaching Full Professor. These positions would be a higher teaching load and would be missing the scholarship component of tenure track positions. Some of this would be based on cost and some of it is to put people in the right role. There was a question about research/scholarship and the Boyer model. He replied that professional development would be expected, promotion criteria would be different. He wants Faculty Council to discuss this and come up with a plan. He would like to wait until the current review of RTP is finished as it will provide the basis from which to work. There was a question about how this follows Regents policy. He replied that the Regent's lawyer, Charlie Babb thinks it is a brilliant idea. He says that RUSO requires a 27 hour load for faculty and this would fall within that. Another question was whether positions would be assigned retroactively. There are lots of moving pieces. The non-tenure track part needs to be a small component of the whole.

There was an RTP update. The committee has had focus groups with deans and department chairs. There was an email to faculty and it will be followed up with faculty focus groups. The report is due to the Provost by the end of April.

3. State of Higher Education (slides presented to Academic Council, February 10, 2017)

Slides presenting enrollment, tuition and budget were presented. A



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summary is included below. There will be only an additional 700-800 high school graduates in our area by 2023. Community college enrollment has declined by 20% since 2011. National institutions like OSU and OU have increased enrollment. They are getting their students from us with open enrollment. The eleven regionals have declined 10% since 2011. NSU's enrollment has fallen 12% since 2011. Our trend is to fall 2% per year and we will be below 8,000 students. Enrollment will not solve our budget problems.

Revenue from tuition has increased from 42-69% since 2008. While appropriations have declined 22%. Just increasing tuition will not solve the budget problem. Budget expenditures in various categories have increased 8%-53%. Student services have increased 45% due to demands of accreditation and other reporting. Budget is increasing while enrollment is dropping. "The thinking that got us here will not get us out" -- Einstein. We need to think outside of the box. Small classes cost us to produce versus the income from tuition. General education is going down and this is where we used to finance our low enrollment classes. We need to change the way we do business. We still want top notch technology and quality instruction. He needs help where to make cuts in the campus budget.

There were many questions, comments and discussions. Some are summarized below. It was noted that the numbers of income (76.9 million) and expenditures (85.3 million) leaves a gap in income. We receive almost \$8.4 million from grants and foundation funds. One of the reasons the student services numbers are up is that we had two grants that added staff in those areas and those grants are now finished. We have also added professional advisors, Title IX compliance and Financial Aid people. There was a discussion about the lack of travel and professional development funds and the impact it has on faculty success in promotion and tenure. He feels the frustration. He wants to take his professional development budget and give it to the colleges. He has protected travel during budget cuts. Dividing funds when collaborating is a problem and does not follow the University core principles.

There was discussion of out of state students, online students and international students. OU and OSU are increasing their out of state



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enrollments. Enrollment from online courses has not been growth for us. They have mostly been the students who were already enrolled but just taking the same course in a different delivery method. Our targets for international students are down. We have 175 now and have a goal of 300 for the future. Is this realistic? What is NSU's optimum size? He believes that this is the discussion and when we find that, we will be able to structure our budget around it and not have crisis budgeting every year.

Our current fiscal model is based on the time after WWII and other wars. It is based on an increase in enrollment every year. Population is slowing down and the number of competing institutions is increasing. We need to find new markets. Use Ft. Hays State as an example. They have diversified and have enrollments in excess of 15,000 with 4,750 or those on campus. Their tuition is \$182/CH. They have online programs and an international campus.

The cuts we are submitting are for the Chancellor to take to the legislature. The 15% equals about 4.5 million and we also have to cover 2 million of reserves used this year. The proposed salary increase will add an additional 4.5 million. So we will have an 11 million dollar hole. That equals 53,000 credit hours or an increase of 1,600 students.

Arant: "Help me innovate." We need to change the way we teach and deliver. We need to do things we have never done before. He doesn't have all the answers and wants help.

Cross disciplinary courses were discussed. Increasing certificates was discussed. We are responding to needs for new programs in our area. We need to recognize that 51% of our students are transfer and adult students. Can we capture the Tulsa Promise market? TCC has seen a 3% decline for five years. High School concurrent students were discussed. Those students cost us, they do not bring in revenue. But if we get students hooked, they can complete.

Regarding the budget, last year there was an effort to protect Academic Affairs. 65% of our revenue streams come from Academic Affairs. This year AA's part is 2 million. There was discussion of the



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non-instruction side of Academic Affairs. He needs to be in compliance with accreditation, Regents, RUSO, and the federal government or we will be in violation. Institutional Effectiveness is included here and Associate Deans. Assistant Deans are counted as Instruction as they are supposed to teach.

Faculty expressed an interest in the recruitment efforts. There could be opportunity for faculty to help. VP Freeman will share the Recruitment plan.

Regents have lowered standards for concurrent enrollment to ACT 20. It was suggested that we use Emeritus Professors for recruiting. What is the potential for the graduate college to grow? Arant says we need new pillars other than Education. The identified areas are data sciences, cybersecurity and computer science along with criminal justice and cyber forensics. We need highly technical degrees. Various gerontology areas are growing.

We are adding programs with Weifang Normal in Early Childhood, Supply Chain Management, Environmental Health and Science, Parks and Recreation, and Health and Kinesiology. We are putting our MBA online and diversifying. We have to stop doing other things. After a year of academic planning we identified new degrees, but nothing to cut.

A comment was raised about library budgets and materials. A flat budget is a cut budget due to inflation of serials and journals. There are also accreditation concerns. Arant understands, but to invest in the library, he has to cut something.

The faculty present thanked Provost/Vice President for Academic Affairs Arant for the conversation and appreciated his willingness to open the dialog with us.

Meeting adjourned 4:45 pm

Respectfully submitted, Linda West, Secretary/Treasurer
March 31, 2017