

Faculty Senate Meeting with the President July 25, 2017

Members Present: Debra Bryant, Andrew Callender, Corinne Darvennes, Ahmed ElSawy, Jim Baier for Billye Foster, Stuart Gaetjens, Melissa Geist, Mark Groundland, David Hajdik, Ann Hellman, Paula Hinton, Shelia Hurley, Barbara Jared, Christy Killman, Regina Lee, Lori Maxwell, Christine Miller, Linda Null, Jeff Roberts, LeeAnn Shipley, Troy Smith, Sandi Smith-Andrews, and Holly Stretz

Members Absent: Douglas Airhart, Ismet Anitsal, Deborah Ballou, Jason Beach, Tammy Boles, Troy Brachey, Chris Brown, Ward Doubet, Steven Frye, Jeremy Hansen, Steve Idem, David Larimore, Jane Liu, Tony Michael, Holly Mills, Brian O'Connor, Joseph Ojo, Richard Rand, Jeff Roberts, Cara Sisk, and Jeremy Wendt

Guests: President Phil Oldham and Leslie Crickenberger (Associate Vice President for Human Resources), and James M. Stewart

Members of the Faculty Senate met with President Oldham to discuss recommendations of the Huron Consulting Group pertaining to Enrollment Management and the University's administration reorganization.

President Oldham's Remarks

President Oldham opened by saying "Welcome. In case you haven't noticed, summer is over." He expressed his appreciation to those who joined this meeting today. He started this past spring semester talking about reorganization, especially around Enrollment Management. The Huron Consultant Group has now submitted a reorganization plan to consider, so today the President is relaying their recommendations and putting it in context.

Background of Huron Consulting Group

The Huron Consulting Group did a lot of assessment. Tech has contracted with the Huron Group for outside assessment, and to benchmark us against peer institutions, particularly with alignment to gain functionality and performance. This will better position Tech with strategic goals.

Huron Consulting Group interviewed 35 Tech employees, analyzed responses and data, and made comparisons against peer and aspirational peer institutions. Assessment and observations were summarized and shared recently. President Oldham said this is an opportune time for organizational re-alignment.

Recommendations of Huron Consulting Group

The Huron Consulting Group recommends we reclassify the position of Enrollment Management from an Associate Vice President to Vice President who would report directly to the President. The following offices would fall under this VP's supervision: Financial Aid, Registration & Records, Scholarships, Graduation/Academic Services, Recruitment, Military &

Veterans Affairs, Student Success, Career Development, International Education, and Orientation & New Student and Family Programs. The last three in the list currently report to the Provost.

Enrollment contributes to about 70% of Tech's budget. The President says he's very supportive of this recommendation, but wants Senators thoughts and input.

Associate VP Crickenberger gave her perspective from the Human Resources side, and running the Enrollment Management group as interim Associate VP. This change can be done without impacting our budget, so this is not a resource issue as there will be no additional administrative costs. She said she agrees with the Huron Consulting Group's recommendation, and continued by saying Enrollment Management needs a strategic leader. She is glad to share what she has seen and done during her interim appointment. She emphasized that recruitment equals admissions.

President Oldham showed Senators slides outlining the objective of this assessment and the Huron Consulting Group's recommendations:

Organizational Assessment Objective (CONFIDENTIAL DRAFT)

The President commissioned an organizational assessment to be conducted by an objective external organization to identify possible opportunities to enhance the alignment of roles and responsibilities at the executive and vice president levels.

The opportunities from the organizational assessment better position TTU for execution of its current priorities as well as realization of its strategic goals.

Discussion

Senators openly commented and posed many questions to President Oldham. There needs to be a continuous flow between Enrollment Management and the academic side, and Provost. President Oldham said it's his role to make sure they work together. This all boils down to the people involved, so we got to make sure we get the right people in these positions. An appropriate emphasis needs to be placed on Enrollment Management, and the Vice President would make sure all things work appropriately.

How long before this person is in place? President Oldham hopes it will be pretty soon. Next, he will present this to his cabinet next week. Trustees will see it soon, and may make some changes to this organizational structure. A job description should go out pretty quick, and maybe we can get someone in 2-3 months. Some advisors currently report to Enrollment Management, and others to their colleges, sort of a hybrid system. They all do the same work, but funding is different across the campus.

Have we started to focus more on the recruitment? President Oldham said we have been. Dr. Crickenberger said applications are up 16% over this time last year. There is an increase in SOAR participants, and we hope to have 1,750 and more for SOAR. More calling has been done. Transfers are also on the rise, but their participation in SOAR is not mandatory. What efforts can we, as faculty do to help these numbers? Reports are sent to the Deans with enrollment statistics. New students love to hear from the faculty.

How can we communicate better so our budget isn't shot again? President Oldham said controls are already in place so that won't happen again. Having a leader at a pretty high level with focus on enrollment and student success will reinforce this. The Vice President will be able

to make line decisions related to strategic opportunities without having to wade through other priorities. Dr. Crickenberger said it will be helpful to have all departments housed in the same building, Jere Whitson.

How is this budget neutral? President Oldham said other administrative positions within the unit are probably not necessary, even if there is a higher salary is for a Vice President.

What has been added to Enrollment Management? Career services, international student services, and orientation has been added, and nothing removed. Enrollment Management should bring all facets together of the student lifecycle.

President Oldham emphasized three goals:

1. Make sure everyone is communicating the same information, and coordinate efforts.
2. Put more predictability into our enrollment, so we have ways to predict with more reliability our enrollment, scholarships, income, etc., and
3. Work to stabilize our tuition pricing, so students know what to expect long term.

The President thinks a good target is about 15,000 students, but the VP for Enrollment Management will probably not be charged with this. There needs to be a balance with quality of students and program mix. Graduate students are separate. Enrollment Management usually doesn't deal with graduate students, so there will still be a Graduate School which is more programmatic-centered for graduate students.

What about stabilizing tuition and maintenance fees for student throughout their time here? President Oldham said he is starting those conversations now. How much of a factor is this for retention? President Oldham said retention has gone up 9 points in 5 years, which is pretty good. We could get it up into the low- to mid-80s. Financial concern is usually only a part of why students leave Tech. Associate VP Crickenberger said the Tech Promise is for students that don't get 100% tuition coverage. They have scholarships as incoming freshman.

Student success includes tutoring and learning support. Will this change with the new reorganization? President Oldham said nothing in this structure will change the way tutoring is done now.

Learning villages will stay within Academic Affairs, but may be better managed under Student Affairs in the future. This is a good time to do some self-assessment of learning villages.

Departments should share Institutional Effectiveness reports with the new VP for Enrollment Management so they know the goals of other units.

President Oldham said he just received compiled data from Glenn James on faculty salaries over last 10 years, and is glad to share this with senators. Salaries have increased 10%.

The new organizational chart will come out later. Some things are removed from the Provost. There will probably be simultaneous searches for a VP for Enrollment Management and a Provost, but the Enrollment Management VP should be easier to fill. The search for a VP for Enrollment Management will be not be done by a search firm. For the Provost position, President Oldham is worried about not getting a deep pool of candidates, so he may use a search firm for pool development part of the search, but not the entire process. A search firm would be used to work the phones and get people to apply, but NOT do any vetting. The going rate to pay a search firm is about 25-30% of the expected salary.

The meeting adjourned at 12:10 pm.

Respectfully submitted,
Regina Lee

Approved: September 25, 2017