

Academic Assembly
September 30, 2019
2:05 – 3:35pm, STCN 130

MINUTES

Present: Felipe Anaya, Sarah Bee, Katie Bowler, Pat Buchsel, Mimi Cheng, Terri Clark, Clara Cordova, Yancy Dominick, Nicole Harrison, Nalini Iyer, Kathleen La Voy, Shane P. Martin, Margit McGuire, Patrick Murphy, Michael Ng, Katie Oliveras, Chris Paul, Russ Powell, Frank Shih, Heath Spencer, Mark Taylor, Kirsten Thompson

Minutes taken by Rosa Hughes

- I. Review of 6-3-19 Minutes
 - A. Move to next meeting
- II. Provost Update
 - A. Working groups met over the summer on pending AcA issues
 - 1. Committee on Committees
 - 2. University Rank and Tenure Committee
 - 3. AcA Bylaws revision
 - B. Announcement of two structural changes
 - 1. Integration of Student Development and Academic Affairs to enhance partnership
 - 2. Integration of Faculty Services and Human Resources with the goal of having a more integrated employment experience
- III. AcA President Welcome
 - A. Framing issues for SU and higher education
 - 1. Cost of living regionally – student affordability, need to be considering this in all our work
 - 2. Depending on metrics used by rankings (US News, etc.), we have a high acceptance rate and low graduation rate when compared to peers (Santa Clara, Loyola Marymount, University of Washington)
 - 3. What can we do to maximize resources and improve these numbers and service to students?
 - B. Structure and focus of AcA
 - 1. AcA Bylaws
 - a. 2017 currently in effect
 - b. New ConC charter under review/development
 - c. New URTC charter under review/development
 - d. New AcA Bylaws under review/development
 - e. We'll need to figure out the transition associated with these
 - 2. Scope
 - a. Key leadership role in determining university policy in all academic areas, particularly curriculum and policy
 - b. Strong and coherent faculty voice in decision-making process
 - c. Structural issues: strategic planning, budget, organization structure, technological support, facilities
 - d. Report to Provost on academic affairs – expanded in draft Bylaws currently under review

- e. Ongoing discussion of faculty workload and ratio of TT/NTT faculty
- f. Clear, transparent communication with administration is the goal and way we are trying to function – based upon trust and working processes
- g. In cases where the Provost makes a decision at odds with AcA recommendation, a written communication of the reason is required
- h. AcA recommendations are made through formal motions
- i. AcA membership will revise and expand under the new Bylaws
- 3. Officers
 - a. Currently 1 President and 2 VPs, serving two-year terms
 - b. New structure with more VPs under new Bylaws, if/when approved
- 4. Meetings
 - a. Open to all faculty
 - b. Follow Robert’s Rules of Order
- 5. Voting
 - a. All votes are published with vote count, under current bylaws
 - b. Motion for secret vote can be made by any voting member
 - c. One week rule for voting, can be waived by a motion to waive
- 6. Executive Session
 - a. Always moved to the end of the meetings
 - b. Ex officio do not attend
- 7. Processes
 - a. Voice faculty position
 - b. Exert influence strategically
 - c. Ask for reports, ask stakeholders to appear and inform
 - d. React to unanticipated issues
 - e. Partnership with Provost – how issues are elevated and how communication happens between administration and faculty
- 8. Details
 - a. New administrative assistant hiring underway
 - b. New website is in draft form and will go live this quarter
- C. Upcoming
 - 1. Nominees of faculty appointments to Board of Trustees subcommittees
 - 2. Three working group products (AcA Bylaws, Committee on Committees charter, University Rank and Tenure Committee)

IV. Provost Welcome

- A. National rankings can have serious limitations in their metrics, however they are important in recruitment
- B. Strategic plan forthcoming to Board of Trustees in November will help frame the path ahead
- C. Enrollment Management trends and context (in partnership with EAB)
 - 1. Using a typical private institution strategic plan currently – how do we differentiate amongst our peers who are saying the same thing?
 - 2. Demographics, affordability, liberal arts, enrollment – all parts of the discussion
 - 3. Demographics
 - a. Population of 18 year olds will grow by about 8% in the next few years and then contract dramatically starting in 2025, about 14% in 2029
 - b. Most impact in the Northeast – many colleges/universities in a small geographic area

- c. In the West, there is slight growth, but in a population that is historically least likely to attend college – LatinX communities, more first generation students, lower median family income
- 4. Generation Z
 - a. Community college will increasingly be the preferred pathway to enter college
 - b. College reputation is not the top item on the list
 - c. Students asking, how am I going to get the most impactful, meaningful degree, with the best value?
 - d. Even those from families with higher net income still rank affordability as very important – far outpaces other considerations
- 5. International Enrollments
 - a. Continue to decline
 - b. Other countries (Australia, Japan, China) have made their international educational experiences competitive economically and academically
 - c. Business, engineering, health professions, computer science are most in demand
 - d. US administration is deeply unpopular
 - e. 43% of international high school students say interest in US study has declined
- 6. Other issues
 - a. Elite universities are quietly scaling up with dramatic enrollment expansions
 - b. Public institutions are becoming as tuition-aware as private institutions with less federal and state funding
 - c. Pathways are formalizing and tightening – need to think of all of these
- 7. Initial steps under discussion
 - a. New financial aid award model that is more individualized
 - i. Gauge interest, connection
 - ii. Up to 30 factors, more personalized approach that better uses staff full skillset
 - b. Catholic school fee waivers
 - c. Revise transfer credit policies and publicize them on the SU website
 - d. Leverage Slate CRM – enterprise system for application and enrollment
 - e. Honors program – need to use this more in recruitment
 - f. Test Optional – need to consider this
 - g. Canadian dollar 1 to 1 – should be recruiting heavily in the Vancouver area
 - h. Jesuit high school pipeline
- D. Looking ahead, discussion
 - 1. Team working on retention barriers, we think this can raise to 88-89% this year
 - 2. Idea of tuition freezing – guaranteed stability – a strategy a lot of places are using, being discussed
 - 3. Coordinate multi-year enrollment management plan to inform the multi-year financial plan under development (CFO will visit AcA soon to discuss this process)
 - 4. Search for permanent VP Enrollment Management will launch soon, we need to be more sophisticated in this area
 - 5. Resetting some of the messaging in enrollment to re-center our academic programming
 - 6. Naming the problems, focus on being solution-oriented and proactive