**MINUTES**

**August 7, 2012, 10:00 a.m. -12:00 p.m.**

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| **Present** | James Zhang, Dana Sally, Mimi Fenton, Mark Lord, Dale Carpenter, Angi Brenton, Carol Burton, Richard Starnes, Robert Kehrberg, Regis Gilman, Marie Huff, Darrell Parker |
| **Guests** | Emily Sharpe for Brian Railsback |
| **Recorder** | Anne Aldrich |

**ANNOUNCEMENTS/INFORMATION/MINUTES**

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| **COD Meetings****(Angi)**  | Angi welcomed the group. She made clear the Associate Provost and Assistant Vice Chancellor for Undergraduate Studies are considered full voting members of this body. We will not review announcements (except as required) or minutes during our meetings– Angi prefers a more informal meeting. We have streamlined the format –the goal is to utilize our time well and possibly eliminate some of the workdays. At the end of the meeting there will be time to go around the table to hear from anyone that has a report or update to include. |
| **Graduate Enrollment****(Mimi)** | There is concern about graduate enrollment, down 66, better than last week. We hope to get another 30-40 – are contacting program directors. We are seeing an increase in graduate transfer students in distant education. In our next meeting, Mimi will provide graduate enrollment by program. Mimi intends to create an ad hoc task force to address the issue of graduate enrollment.  |
| **Undergraduate Enrollment (Carol)** | Drop for late payment was last Wednesday. About 800 students were dropped, down from the previous year. Other UNC universities had greater numbers than we did. We usually see about 80-90% of those students re-enroll. Total increase is about 395 students at this point in time.  |
| **Surcharge on ticketed events** | Dana asked about second item on the printed provost announcements –surcharge on ticketed events. This was something the Chancellor experienced at a previous institution – it worked well there. Currently there is a UNC policy that requires any fees collected beyond ticket prices revert to the UNC system unless they are for operations –we are looking to see what we can do. This is in the discussion phase.  |
| **Policy on utilized public spaces in campus buildings** | Marie voiced concerns regarding the new building and utilized public spaces – technology support, set up, tear down. We need to develop a campus wide policy on this. Angi will raise this with Executive Council. James suggested this be extended to some high tech classrooms. |

**DISCUSSION**

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| **Expectations (Angi)** | This is a two way discussion. If there are expectations you feel are unreasonable or you are uncomfortable with, please express those. The first two items on the attachment are very important. There are times Angi will bring written proposals to the group to discuss and react to. The intention is to begin an open discussion, candor is essential, feel free to speak up or talk one on one. If you have concerns, please express them. It is essential we have a relationship of trust with one another and the provost. We will not always agree on everything, but we are going to support one another and talk positively about one another. We need to have the freedom to speak openly in our meetings without the fear this will be discussed outside of the meeting. Before decisions are made, we will have an all out debate.Angi reviewed the attachment:* Advocate for your interest while taking the broader view of the university.
* Never hesitate to ask for help, but at the same time, if you know what you need to do, then do so.
* Department heads need to be accountable; Deans need to be accountable for their colleges. The Provost will not micromanage or run your college, she expects you to handle it.
* Work with HR and Legal prior to taking personnel actions – utilize that support.
* Be responsive to email – if important Angi will indicate that in the subject line. She will address items via email rather than bring to COD.
* Angi will keep you as informed as possible about what is happening in Executive Council, etc. Please keep your faculty informed – she will also send emails directly to faculty, redundancy is good.
* Keep Angi informed about brewing issues.
* It is very important to document issues/grievances. The greatest difficulty is when there is an issue and nothing has been documented.
* Requests – please make a data based/evidence (not just numbers, but facts) case for that request. This has been in place at WCU and is important to continue.
* Angi will do all she can to support you with your faculty. She will be meeting with departments and will talk about your leadership and dedication to your college/area.
* If a faculty member requests to meet with the provost, Angi will ask if they have spoken with the department head and/or dean. She will never meet with a faculty member without informing you first.
* Work with development. Sometimes we are contacted by someone outside the university - we just need to let Development know. Sometimes we are contacted by the news media – not sure what the campus policy is. Frequently the media is asking for a reaction from an office, not personal response. Angi will get back regarding the policy on this. For requests of expertise on items, that is fine. If they are asking you to speak on behalf of the university, likely you need to coordinate with Bill Studenc’ s office, but will clarify.

What are the deans’ expectations of the Provost?* Reverse this list and give it to you.
* Support for creative, nimble flexibility; ways to say yes rather than master of no. We may have a solution, but barriers pop up in other areas. We will ask for the provost to be the advocate for the deans.
* It is critical the provost be seen as the champion for academic excellence. When decisions are made, you are the representation for the deans on the academic side of the house. Sometimes decisions have been made where academics may have not been considered. The provost is the #2 position at the university, not one among equals among the other vice chancellors.
* The provost must be visible and engaged on campus, approachable for faculty. Angi asked for ideas in addition to meeting with every academic department this year. Angi is willing anytime the deans wish her to come to a department head meeting.
* Suggestions: Enka campus, Biltmore campus – finding ways to visit, as well as west campus
* walking around on campus, chance opportunity to meet people, dining hall, Starbucks, showing up at student events, academic events, awards ceremonies
* pay attention to the staff; introducing yourself to departmental assistants
* It is important for students to see our leaders and have that interaction – getting lunch on campus. If there is a student gathering or group, please make Angi aware and she will attend as best she can.
* Attending open houses is important.
* Emails from deans – what is your expectation? Encourage you to be careful what you put in an email. Leave items of a sensitive nature to a phone call or face to face meeting. Angi is very responsive by email. All cc’s go to Anne, who will sort through and determine what is important to be addressed. If important, please send directly. Discourage people from cc’ing in order to elevate the level of conflict – ponder if it is really helpful or if the provost needs to know. If it is a conflict matter, Angi will likely not respond through email but will deal with it face to face. Sometimes we rely on email too much – sometimes it is quicker and easier to pick up the phone.
* When you send a request to COD, will you want a response directly? It depends on the item. If informational, likely send to Anne. If it applies to all, you may want to respond to all.
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| **Program Prioritization Process (Angi)** | The provost is not reviewing the program prioritization process as the deans have already heard it; however, she asked to hear their thoughts. * Last time around we were asked to prioritize programs; at times this was very demoralizing for departments. It would be good to not have a list that is distributed publicly, making people feel devalued.
* Would like consideration to have this completed at a university level rather than within colleges.
* In a previous process, deans were interviewed, 30-45 minutes each about their programs; the conversations went beyond the numbers, as they expressed their passion; very candid. This information was not shared outside of that venue.
* Agree with the development of a matrix to review objectively. The matrix somehow needs to be tied to the funding model – if the program review does not result in savings or effectiveness, then what is the purpose? Clarify.
* The new Performance Funding Model is going to be about a lot more than numbers. We need to dovetail the 2020 plan with this process.
* This needs to be a university wide initiative. We have 18 peer institutions and GA will compare us to those. That needs to be included as well in this process. We can get data from GA on our peer institutions.
* There have been concerns voiced about accuracy of data – so the need exists to assure the high accuracy of data. We will be meeting with Melissa to see how we can arrive at data we can be confident in. It would be helpful for OIPE to be interactive with the deans’ offices and share data in a way that can make it understandable. We will have Melissa come and meet with COD early in the semester.
* Because we have laid out some outcomes, it might allow us to do some threshold analyses – an early series of gates would take the pressure off the largest number of people.

Angi is committed to a timeline of completing this process within a year. If you have information from the previous process that you would like to share, please do so. It is important to send the message that we are set on a path and will consistently follow it. Anything we can do to build on prior efforts to build on continuity is helpful. It is essential this is tied to the 2020 plan. Aligning the annual program assessment with this and make it an ongoing process would be significant – tie it to existing processes.The initial thought was to have the provost co-chair the task force with a faculty member. What are your thoughts about this? Discussion ensued. The provost does not want this to be a large committee – no more than 15-20, including at least one dean. The 2020 Commission provides a good example of how to go about creating a procedure. Reallocation of resources is an important outcome of this process. Continue to give thought to this and express those ideas to Angi. |
| **Dean Searches (Angi)** | There is nothing definite at this point. Please think about three searches this fall, two in the spring, and maybe defer a couple to the following fall. An early one to undertake is the Kimmel School – the provost plans to interview faculty and staff in the Kimmel School as soon as possible. Some units we need to do some structural thinking about – Educational Outreach and the Graduate School and Research. These might be in the spring so we can think about what we want. Angi hopes to be ready to launch in 2-3 weeks for those we plan to undertake in the fall. If we have good internal candidates, those will be considered as well. |
| **EPA Raises (Angi)** | EPA raises was a discussion item in Executive Council yesterday. SPA raises are already effective. The final guidelines for EPA raises will be confirmed at BOG this Friday. Informally we are hearing it will be the same, 1.2%. Campuses have been told they can give raises up to 3% if there is institutional money available to do so. Likely there are not funds to do so this year at WCU. Some campuses will be able to do this which puts us in a difficult spot. If we were to do so, it would take all the structural dollars we have. We have some funds that we might be able to use to address some of the worst equity cases. Discussion ensued.**Q:** If colleges have funds they would like to reallocate to provide some raises, is that a possibility. **A:** Angi will follow up with the chancellor. If we cannot do more than 1.2% at least there needs to be a plan for the future as to how we will address this need. Do we make this part of the program prioritization process? |
| **Role of the Dean and New Department Heads (Mark)** | Yesterday we had the New Department Heads Workshop – we have seven new department heads. This is a critical role. Please think about what you are doing for your department head’s needs. The number one support mechanism is other department heads, fostering those relationships and deans meeting with them separately. When dealing with personnel issues, some department heads document everything but never discuss it with the dean, some discuss it with the dean but never document, so it needs to be both. We have about 50 new faculty – hope to see you at the NFO lunch tomorrow. |
| **Dean’s Time** | Richard:**Q:** When will we discuss recurring positions, not new? **A:** After the first week of classes. Reminder Joe will be out 2-3 weeks with new baby (baby due 9/19).Robert: We have lots of talent in the Council of Deans to chair searches.Regis: Biltmore Park is open, please come and see it. We have sent out to the Council of Deans and department heads two items regarding state authorization. Please read these email communications for details. Come to Regis if you have questions.Marie: We have completed HHS move today. We are still having phone, fax and cell service issues. James: Shared two models representing intertwining engineering and innovation - the initial replica and the model in brass. These were made by students.Dana: Asked for information about the Chancellor’s Travel Fund. Angi will follow up with Mark for this information.Mimi: Graduate student orientation has reached capacity. She will meet with department heads and program coordinators. Please encourage your folks to attend the meeting. We are losing continuing students, and this event is so important to retaining those students. On August 23rd there is a reception from 5:00-6:00 just for students, department heads and program coordinators. There is lots of responsibility of program coordinators who are not always compensated for these duties. How can we support them?Angi: Has a commitment to go back to ULAR on August 16th and 17th. Unfortunately, she will miss freshman convocation. Faculty are encouraged to attend. |