

## **Provost Report for Faculty Senate**

**January 2018**

**Submitted by Carol Burton, Acting Provost**

### Institution-Wide

#### **Strategic Plan**

The enhancements to the 2020 Plan are in editing stages and the revised plan will be circulated to campus for feedback by the end of January. Many thanks to the faculty and staff who participated on the committee and as part of the forums/feedback forms during the fall semester.

#### **Mandatory Employment Survey**

UNC General Administration has commissioned ModernThink to administer an employee engagement survey to the UNC institutions as part of the System's strategic plan goal on human capital. The survey will be deployed to all permanent, full time (75% or more) faculty and staff on January 29<sup>th</sup> – February 12<sup>th</sup>, with a 50% desired response rate by campuses. There is some overlap with recent surveys WCU has administered but the current focus is on recruitment, retention, and development of a talented and diverse workforce in the university community. Specific survey areas include work environment (job satisfaction, institutional pride, communication, fairness, etc.,) and satisfaction with benefits. WCU's Human Resources Office will provide additional detail as needed.

### Academic Affairs

#### **Faculty Support**

The UNC System has provided \$40k to support faculty development at WCU. The funds have been added to the Chancellor's Travel funds for the current semester.

#### **Student Success Scholarships**

Executive Council has approved allocation of funding to both the Faculty Senate resolutions supporting student success. The funding will provide \$100,000 per year beginning in Fall 2018 for a needs-based Undergraduate scholarship/grant program and \$100,000 per year beginning in Fall 2018 for a Graduate scholarship/waiver program.

#### **Funding for Student Summer Employment**

Student Success has allocated \$25,000 to assist students with summer employment while they are enrolled at WCU. There will be an application process, facilitated by the CCPD (Center for Career and Professional Development) for departments and their offices to apply to use this funding source. A division-wide email detailing the application process that opens February 1 has been disseminated.

## **College of Business Dean Search**

A search is underway for the next dean of the College of Business to fill the vacancy provided by Darrell Parker's departure to assume the presidency of Limestone College, SC, in December. Invitations have been sent to prospective members of the search committee, which will be chaired by Jeff Ray, dean of the College of Engineering and Technology, and a college-wide meeting is scheduled for January 19<sup>th</sup> to formally kick off the search process. Faculty input (as well as staff and students) is critical to the search process so if we have not interviewed candidates and received feedback from the college prior to the end of the academic year in May, the search will re-commence with the start of the fall semester.

## **Sophomore and Senior Survey**

The UNC System is no longer requiring institutions to administer the Sophomore and Senior surveys. However, WCU will continue to administer the surveys and will take this opportunity to revise them to focus on student data of greatest importance to WCU. The Office of Institutional Planning and Effectiveness will be working with various institutional stakeholders to revise and administer the survey questions during the Spring semester.

## **Online and Distance Task Force Update**

The Task Force met and determined major areas of focus with members taking responsibility for an area of focus. Members are gathering information for their areas and will share results at the next meeting on January 22. The Task Force members will be calling on others for data, information, input and ideas to add to already available information. For example, with the undergraduate recruitment and admission area, a survey was sent to distance Program Directors, a meeting with Undergraduate Admissions, which included requests for information about communication flows and processes. Additional information was also requested from Advising and University Marketing. The group is also reviewing an onboarding best practice from the Educational Advisory Board.

In the area of quality instruction and delivery, members attended a webinar in December to hear best practices in evaluation of online teaching.

### Members:

- Dr. Susan Fouts, Director of Educational Outreach, Co-Chair
- Dr. Brian Kloeppe, Dean- Graduate School
- Dr. Annette Littrell, Director of Academic Engagement & IT
- Dr. Hollye Moss, Interim Dean- College of Business, Co-Chair- replacing Darrell Parker
- Dr. Richard Starnes, Dean- College of Arts & Sciences
- Dr. Brandon Schwab, Associate Provost, Office of the Provost
- Drew Thomas, Director of Business Operations, Office of the Provost
- Dr. Elizabeth Tait, Associate Professor, School of Health Sciences
- Dr. Jamie Vaske, Associate Professor, Criminology & Criminal Justice

### Major Areas of Consideration:

- I. Recruitment & Admissions
  - a. Undergraduate (Susan)- update from this group
  - b. Modified an EAB onboarding assessment for Distance

- c. Undergraduate admissions flowcharting/documenting their process and communication flow to distance students.
- d. Obtained information on the use of financial aid by distance students
- e. We have survey results from faculty and program directors about recruitment and admission.
- f. Met with Community College Presidents in Piedmont to discuss NC Promise and their predictions for student admission and strategies for those admission
- g. Reviewed website with Robin Oliver and made some changes
- h. Looked at the role of the Advising Center in recruitment.
- i. Gathered information about best practices.
- j. Begin to investigate the financial impact by program of additional students

## II. Graduate (Brian)

### Major Areas of Consideration for Brian Kloeppel

#### 1) Admissions and Recruitment- Graduate

Recruitment for graduate online programs continues to develop and evolve in the Graduate School. Rachel Walker, our Director of Marketing and Recruiting, started on 01 July 2017. The monthly Graduate School Open House events continue to grow in both the number of registered prospective students as well as in the number of attendees. Though these events, alternating between Biltmore Park and Cullowhee, are geared toward prospects in residential programs, we continue to see an increasing number of prospects for online programs who wish to meet, better understand, and ask questions regarding their prospective online programs.

Rachel Walker is also currently developing the materials and access system for online Open Houses since there are obviously many prospects for online programs for whom it is difficult or unreasonable to attend a Graduate School Open House event in person. These will also likely be a monthly event with a range of times to account for the availability of prospects.

Market and WCU brand presence have been increased by billboards in the Asheville area and additional marketing in the Asheville Airport is currently under discussion. Brand presence for WCU online programs is crucial across the state of North Carolina since multiple universities are obviously recruiting the same pool of prospective graduate students.

Online graduate programs were heavily targeted for enrollment growth by the Deans when the following list of Tier 1 (highest priority and greatest resources) and Tier 2 programs were compiled and distributed on 11 August 2017 for marketing effort. Graduate programs with an asterisk (\*) are online programs. Six of eight Tier 1 programs are online and one of eight Tier 2 programs are online. The marketing plans developed by WCU marketing were reviewed with both Rachel Walker and with two representatives from each graduate program to insure relevance of marketing materials and messages and that the relevant and appropriate audience was being targeted.

Tier 1 Programs: distributed 11 August 2017

| College                 | Program                           | Residential or Online | Program Reviewer #1 | Program Reviewer #2 | Notes   |
|-------------------------|-----------------------------------|-----------------------|---------------------|---------------------|---|
| Business                | MBA                               | Residential BP        | Todd Creasy         | Kelly McIntyre      |   |
| Business                | *Entrepreneurship                 | Online                | Bob Lahm            | Kelly McIntyre      |   |
| Business                | *Project Management               | Online                | Vittal Anantatmula  | Kelly McIntyre      |   |
| Business                | *Sport Management                 | Online                | David Tyler         | Kelly McIntyre      |   |
| Education & AP          | School Counseling                 | Residential BP        | Lisen Roberts       | Phyllis Robertson   | **needs faculty hiring to increase capacity** |
| Education & AP          | *Human Resources                  | Online                | John Sherlock       | Siham Lekchiri      |   |
| Education & AP          | (*some) MAEd and MAT – STEM Conc. | Online                | Dan Grube           | Patricia Bricker    |   |
| Health & Human Sciences | *Health Sciences                  | Online                | Brian Raming        | Ericka Zimmermann   |   |

- III. Programs and Capacity Hollye/Drew
  - a. Current Programs
    - i. Program Enrollment Trends- increase/decline/stable
    - ii. Environmental Factors affecting trends
  - b. Proposed Programs
    - i. List of Programs
    - ii. Timeline for delivery
  - c. Policy
  - d. Barriers for current programs
  - e. Barriers for new programs
  - f. Feasibility and Resources- examined models for determining return on investment of student recruitment
  - g. Other
- IV. Quality Instruction and Delivery- Brandon/Annette/Jamie
  - a. Infrastructure
  - b. Faculty
    - i. Qualifications (SACS& UNCGA)
    - ii. Training and Development

- 1. Face-to-Face to online
      - 2. Online only
    - iii. Assessment
      - 1. Course
      - 2. Program
      - 3. Faculty
        - a. Same or different from face to face
        - b. Standardized
      - 4. Student
        - a. Satisfaction Survey-Time/amount/incentive
        - b. Process Improve Plans
    - c. Quality Matters Implementation
    - d. Policy
    - e. Barriers
    - f. Other- Attended Educause event about evaluating online teaching.
- V. Retention- Richard/Liz
  - a. Factors affecting retention
    - i. Policy factors
    - ii. Scheduling factors
    - iii. Support Factors
    - iv. Integration into life of the University
    - v. Environmental factors (unemployment rate, personal issues etc.)
  - b. Services Provided
    - i. Utilization
    - ii. Gaps?
  - c. Advising
  - d. Transfer
  - e. Policy
  - f. Barriers
  - g. Other
- VI. Graduation-Richard
  - a. Rates and Benchmarks
  - b. Factors in time to graduation
  - c. Other
- VII. Post-Graduation- Hollye
  - a. Services
  - b. Alumni participation
  - c. Career Services
  - d. Undergrad to Grad recruitment
  - e. Other