

Present: Medora Barnes, Matthew Berg, Richard Clark, Barbara D'Ambrosia, Rebecca Drenovsky, Jeff Dyck, Rich Clark, Gwen Compton-Engle, Margaret Farrar, , Gerald Guest, Rodney Hessinger, Anne Kugler, Graciela Lacueva, Kathleen Lee, Kathleen Manning, Michael Martin, Sheila McGinn, Phil Metres, Keiko Nakano, Anne Kugler, Phil Metres, Mike Nichols, Tamba Nlandu, Mindy Peden, Dani Robbins, Debby Rosenthal, Cathy Rosemary, Mark Storz, John Yost  
Absent: Nathan Gehlert  
Speakers: Stephanie Levenson, Vice President of Enrollment

**1. M. Farrar - Welcome and Introduction of Stephanie Levenson, Vice President for Enrollment. "Strategies for Enrollment Recruitment" handout distributed.**

Stephanie Levenson began the conversation with the current enrollment statistics.

- As of this date, 3300 applications have been received
- Down 4.5 % from last year
- Admitted students up 8% from last year.
- Stem slightly up from last year
- Social Sciences and Humanities close to last year.
- BCOB is roughly equal to last year.
- The goal for this year is 800 first year students

S. Levenson stated that regarding student outreach, the Enrollment Division has reengaged with a vendor to send messaging out to high school juniors. The hope is to give students the information they will need about JCU, the College of Arts & Sciences, and the Boler College of Business as they enter their Sr. year. Merideth Tayek in Marketing and Communications is working on a mid-cycle temperature survey, an intervention strategy that will measure contact with individual students and ask about their interests as well as offering guidance if needed.

**Academic Overview**

S. Levenson requested stories, anecdotes and current success stories that help share the value of JCU. She added that information that departments may have already collected is also welcome. S. Levenson extended an invitation for the Chairs to meet with the enrollment staff, marketing staff and gift officers. Reserved timeslots were circulated through a signup sheet for meetings to be held in January and February.

**Celebration of Scholarship, Saturday, March 30 – Class of 2023**

S. Levenson announced that department sessions will be content focused and include employers, alumni, and current students. Each department will have one session except for STEM and BCOB which will have two sessions. S. McGinn commented that Graduate Programs are a potential significant source of revenue. In response, A. Kugler emphasized that directors also have a stake in promoting their programs and that email campaigns have been launched through the Graduate studies office. She also mentioned the possibility of accelerated entrance. For example, Psych majors coupled with Counseling. R. Drenovsky and M. Peden relayed concerns about the lack of policy regarding transfer students and re-admits. S. Levenson agreed that these populations, as well as the nontraditional student are all

potential revenue sources and require more thought. She ended the discussion by saying that enrollment is committed and will do their best to promote all of the programs.

## **2. M. Farrar – Professional Development Programs (PDP)**

M. Farrar announced that the PDP expanded their pilot program. It includes:

- 378 Unique Students
- 20 Department Graduates
- 39 unique workshops

Thirty students have completed the program. They have received positive feedback with demonstrable results, e.g. resumes and cover letters. M. Farrar responded to a question on whether the program was required by posing the questions to chairs on whether it should it be taken through faculty governance to make it a requirement? M. Berg responded that it should be required but mandated by its requirements. G. Compton-Engle responded that it should be mandated by the departments with several others in agreement. R. Hessinger stated that it should be mandated by departments but monitored by Career Services. M. Peden added that embedding in a course is not working. Additional suggestions and concerns: How is it tracked when it is not mentioned in the bulletin? M. Nichols responded that it would be helpful to see a timetable as well as canvas access to a resume, coverletter, Linkdin, etc. and that the requirement ideally should go through CAPP. How will double majors be handled? Should students complete in their primary major? Should an attribute be added to the Banner system? M. Farrar added that the program intersects other areas of the university especially advising, and suggested the possibility that it be incorporated in the advising relationship. M. Farrar wrapped up the discussion on the PDP by asking the chairs to think more intentionally on whether we are getting the information that we need from the pilot program and what changes are needed before going forward. The goal at this point is to investigate making the PDP a university program and to investigate adding the information to the bulletin to provide consistency. A unified sense is needed. Please send suggestions to the Associate Deans.

### **M. Farrar – Course Release Discussion - handout distributed.**

M. Farrar referred to the proposals in the handout that was distributed. Proposals included administrative, chair compensation, and a formula based system. She emphasized that a budgeted amount for ad hoc course release is difficult and that when making a case for budget lines the Chairs should not include faculty who are not currently working full time. She also stated that there is a need to differentiate between the amount and type of work for each department in order to make informed and substantive changes. She encouraged chairs to provide suggestions and feedback to the Associate Deans.

Meeting Adjourned: 4:55pm

Minutes submitted by Ellen Valentine

**Proposal: Reassigned Time – Administrative**  
**SECOND DRAFT, with departments**

**Current system**

	Reassigned Time	Stipend
Interdisciplinary Minor	1 CLR	none
Program Director, Major (not Core, Honors, Arrupe)	2 CLR	none
Department (most)	2 CLR	\$6800
“Large” departments (Bio)	3 CLR	\$6800
Exceptional departments #1 (Chem)	4 CLR	% salary
Exceptional departments #2 (DESP) <sup>1</sup>	4+ CLR	% salary

In addition, there are other CLRs given within some, specific departments for managing particular components of the department: e.g., language sections, graduate studies, etc.

**Two proposals for chair compensation**

**1. Based on FTE faculty #s**

	Reassigned Time	Stipend
Minor	1 CLR	none
Interdisciplinary Major < 10 degrees/yr	1 CLR	none
Interdisciplinary Major > 10 degrees/yr	1 CLR	\$3400
Departments < 5 FTE faculty	1 CLR	\$6800
Departments 5-10 FTE faculty	2 CLR	\$6800
Departments 11-18 FTE faculty	3 CLR	\$6800
Departments 18+ FTE faculty	4 CLR	\$9800

**Guidelines:**

- FTE Faculty = prior 3 years average (**in this draft only used Fall 2017-2018**)
- CLR can be replaced with additional stipend, as per current system
- Stipend assumes chair/director is available over the summer, as per current system
- CLR and stipend \$ can be divided between up to 3 faculty members at department request
- Stipend amounts may be raised periodically to keep pace with per course compensation

<sup>1</sup> It should be noted that at many schools, Education is the only department that is “exempt” from normal CLR calculations, simply because the work in that department is so different and very complex, given its student teaching protocols, and its independent (and quite cumbersome) accreditation requirements.

**Advantages:**

- Simplicity
- Captures both FT and PT faculty work, which can be proxies for many other things
- No “exceptions” or side deals

**2. Formula-based system**

Elements of formula are:

	Function	Weighting	Work captured
Full-time faculty	X	1.5	FT faculty and post docs. Not teaching deans
Teaching staff	X	1.5	Teaching staff supervised
PT faculty	X	1	Finding, evaluating PT faculty
Degrees	X	.1	Undergrad + grad majors
UG minors	X	.05	Undergraduate minors enrolled in program
Students in seats (sem)	X	.05	Section planning, student complaints, service classes
Labs	+	10	Labs offered each semester
Lab coordinator	-	5	Not as much work for chair
Other support staff	-	1	Per staff member
Clinicals/internships	+	5	Requiring more than ___ hours/week of contact hours with outside partner(s)
Outside accreditation	+	5-10	Depending on departmental burden
Developing new programs	+	5	Or significantly overhauling curriculum

	Score	Reassigned Time	Stipend
<b>Band 1</b>	<75	1 CLR	\$3400
<b>Band 2</b>	76-150	2 CLR	\$6800
<b>Band 3</b>	>150	3-4 CLR	\$9800

**Guidelines:**

- FT Faculty, PT Faculty, majors, SIS = prior 3 years average (in this draft only used 2017-2018)
- CLR can be replaced with additional stipend, as per current system
- Stipend assumes chair/director is available over the summer, as per current system
- CLR and stipend \$ can be divided between up to 3 faculty members at department request
- Stipend amounts may be raised periodically to keep pace with per course compensation

**Advantages:**

- Captures range of chairperson work
- Accounts for variation in amount of and type of chair work
- No “exceptions” or side deals

**Current departments and programs in each system:**

**1. FTE Model**

Minor	Interdis. Major < 10 degrees/yr	Interdis. Major > 10 degrees/yr	Departments < 5 FTE faculty	Departments 5-10 FTE faculty	Departments 11 -18 FTE faculty	Departments 18+ FTE faculty
Cath Stds	EAS		Art History	Counseling	Biology	CMLC
PPH	GSWS		Physics	Exercise Science	Chemistry	Comm
	PJHR		Military Science	History	MT-CS	DESP
	(Italian Studies)			Political Science	Philosophy	ENGL
	Humanities			Soc & Crim	Psychology	
					TRS	

**2. Formula model**

Band 1	Band 2	Band 3
Art History	Chemistry	Biology
East Asian Studies	Counseling	CMLC
Gender, Sexuality, & Women's Studies	Exercise Science	Comm & Theatre
History	Philosophy	DESP
(Italian Studies)	Political Science	ENGL
PJHR	Soc-Crim	MT-CS
Physics	TRS	Psychology
PPH	Military Science	
Humanities		

College of Arts & Sciences  
Department Chairs Update-Enrollment Division  
January 15, 2019

1. Recruitment Update for Fall 2019
  - inquiries, applications, admits, deposits
2. Student Outreach (Search-launching early March)
  - market segmentation by College
  - value messaging
3. Department emails to admitted students
  - test email for approval coming soon
  - responses will come back to enrollment, but may require your assistance
4. Admitted student questionnaire-mid cycle temperature survey (to be launched mid-February)
  - intervention strategy
  - timely responses
5. Academic Overviews/Telling the JCU story
  - anecdotes, stories, alumni/current student success, relevant data
  - how did JCU contribute and assist with success
  - what information do you already have on hand to share (meet your major, capstone/senior thesis projects)
  - marketing staff, gift officers will also attend
  - sign up for a timeslot in January/February
6. Celebration-Saturday, March 30
  - department session content focus
  - employers, alumni, current students
  - dessert receptions, President's reception for parents