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Agenda & Retreat Notes

WKU Council of Academic Deans

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AGENDA

*Council of Academic Deans' Retreat
June 3-4, 1993
Owensboro Executive Inn*

- I. Office of Sponsored Programs (Michael R. Dingerson Report)*
- II. Western XXI Update*
- III. Budget Preparation*
 - A. Faculty Salaries*
 - B. Administrative Salaries*
 - C. Librarians*
 - D. Others*
- IV. Center for Training and Development*
(Dr. Kenneth Mussnug will join the meeting as the first item on the agenda Friday Morning, 9:00 a.m.)
- V. Faculty and Staff Development*
 - A. Department Heads*
 - B. Professional Development*
 - C. Faculty Leadership*
- VI. Workloads*
- VII. Graduate Assistantship Allocations*
- VIII. For Information:*
Organizational Chart

Council of Academic Deans Retreat
June 3-4, 1993
Owensboro, Kentucky

Dr. Robert V. Haynes called the meetings to order at 9:00 a.m. Members present included Drs. Carl Martray, Michael Binder, Martin Houston, J. Michael Brown, David Lee, John Petersen, and Livingston Alexander.

Dr. Haynes provided an overview of the agenda and outlined expected results of the two-day meeting. He then followed with brief comments about two unscheduled items: a request for proposals to host the Governor's Scholars Program and a report on summer term enrollment. After a brief discussion the Council recommended against the submission of a proposal to host the Governor's Scholars Program. Preliminary data on summer term enrollment indicate that there are 81 fewer full-time students than were enrolled in 1992; however, there are 57 more part-time students.

The first agenda item was a Proposal for Establishing Productivity Goals by Unit. Dr. Haynes explained that the purpose of the plan would be to emphasize team collaboration rather than individualism as a department endeavored to meet agreed upon goals and objectives. Among the elements that would help to define the expectations of units in terms of productivity would be the following:

Teaching - (1) Number of majors; (2) Retention; (3) Credit hour production; (4) Graduation rate; (5) Advising.

Scholarship - (1) Research/Publications; (2) presentations.

Public Service

University Service - (1) Recruitment

Grants/Contracts

Arguments presented in support of the plan were that it would contribute to better morale, team cohesiveness, and increased efficiency. Furthermore, under such a plan departments and colleges would have a ready framework to consider downsizing imperatives. Among the misgivings members expressed about the plan were: that it might box faculty members into indefensible roles as teachers only or as researchers when in reality a faculty member is expected to make contributions in the three areas of teaching, research, and service; and that it would make fair determinations of salaries and salary adjustments difficult. Council members decided that a preliminary planning group composed primarily of department heads should evaluate the general concept of unit goals and expectations and provide feedback to the CAD about the feasibility of such a plan.

Next, Dr. Haynes led a discussion of possible strategies for implementing recommendations from the Dinkerson report on Sponsored Programs. Following a lengthy discussion Dr. Haynes indicated that he would prepare a recommendation on the administrative structure of the Office of Sponsored Programs and the dispersal of indirect cost funds.

Among other items discussed at length were: (1) plans to undertake additional studies of faculty salary comparisons with benchmarks and administrative salary comparisons; (2) a plethora of data on salaries and staffing of libraries at benchmark institutions; (3) and goals for 1993-94 recently established by President Meredith.

Drs. Ken Mussnug and Jerry Lyons presented a detailed description of the function and activities of the Center for Training and Development. They then responded to numerous questions from council members about the center.

Next, council members reviewed data on graduate school characteristics of frequently used benchmark institutions. The review of the information prompted an extended discussion of the role of graduate education in Western's future. Council members agreed that the following issues will have to be resolved as discussions about downsizing the university begin:

(1) There is a need to establish criteria for determining which graduate programs should be continued and which should be eliminated. Among the more important criteria should be the number of full-time equivalent enrollees (perhaps 20) and number of graduates (perhaps 7).

(2) The university should determine which graduate programs are central to its mission and which programs have sufficient demand to justify continuation.

(3) The university may no longer be able to support both terminal Master's degree programs and programs that prepare students for more advanced study. A comprehensive plan on graduate programs should be developed soon to facilitate decision making about graduate programs.

The Council decided that another one-day retreat is needed to address the many issues that were not addressed as well as the continuing concerns about graduate education and unit-level productivity.