Western Kentucky University

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9-25-2019

Meeting Minutes

WKU Council of Academic Deans

Voting Members Present: Greg Arbuckle, Tania Basta, Cheryl Davis, Corinne Murphy, Chris Shook and Larry Snyder

Advisory Members Present: Cheryl Stevens, Michelle Trawick, Beth Laves, John Sunnygard, Craig Cobane, Rheanna Plemons, Jennifer Hammonds, Ladonna Hunton, Tuesdi Helbig, Julie Shadoan, Marko Dumančić, and Amber Scott Belt

Guests Present: Michelle Elkins, Jace Lux, Robert Unseld, Brian Kuster and Ruffalo Noel Levitz Representatives (Brad Goan, Catherine Schultz and P.J. Woolston)

I.   **Approval of August 28, 2019 CAD plus Advisory Members Minutes**

Dean Arbuckle made a motion to approve the minutes from the August 28, 2019 CAD plus Advisory Members Meeting seconded by Dean Shook. Motion passed without dissent.

II.   **Information Items:**

A. Ruffalo Noel Levitz "Enrollment Rolls Across the Institution"

Brian Goan shared with deans and guests information concerning the development and institution of a Strategic Enrollment Plan to be achieved through a partnership between WKU and Ruffalo Noel Levitz.

Mr. Goan asked deans and advisory members which enrollment opportunities and challenges should WKU focus on? Dr. Dumančić offered that it's not only what academic programs and courses we offer, but our pedagogical approach to offering them. Dean Snyder shared that WKU must improve our outreach to the Latino population and Potter College has begun undertaking efforts to remedy that. Dean Arbuckle indicated a need to better understand why half of the students who apply and are admitted don't come to WKU or go anywhere else. Dean Murphy shared a need to improve communications across the university with respect to what is being done in the areas of recruitment and retention. Deans Shook and Basta agreed. Dean Davis shared a similar need at the graduate student recruitment level. Dr. Plemons suggested doing a better of job of showing the whole four-year university experience and how it compares to the community and technical college experience. Dr. Dumančić suggested doing a better outreach for LGBTQ students.

Mr. Goan emphasized that students (first) and faculty (second) are the best marketers and the process works best when faculty own the message. Mr. Goan also shared the following highlights:

College Program Enrollment Best Practices:
- ➢ Focus your efforts down funnel. What students want to know first is "Do you have the programming I want?" and "Will I be able to do what I want with it?"

- ➢ Create benefits-centered messaging in collaboration with the WKU marketing team.

- ➢ Collaborate with marketing and admissions to develop a segmented academic program communication flow.

- ➢ Engage individual campus visitors and have a plan for how to do so.

- ➢ Engage key program-specific influencers.

- ➢ Develop a program-specific enrollment plan that aligns with the university's broader enrollment plan.

- ➢ Adopt sound and consistent recruitment data management and reporting practices.

- ➢ Participate in the university-wide scholarship management program. Scholarship should be incorporated in a coordinated effort and often are given to late to inform a student's decision to attend WKU.

- ➢ Support high-impact practices within academic programs (e.g. internships, faculty mentor relationships, capstone experiences, study abroad, and undergraduate research.

- ➢ Evaluate your curricular complexity.

- ➢ Collaborate with other colleges/departments and the registrar in data-informed course management practices.

- ➢ Intentionally cultivate alumni relationships.

- ➢ Incentivize and/or reward faculty contributions to enrollment activities. Universities historically do not do a good job of this.

- ➢ Support and ensure sound online instructional design and pedagogy.

- ➢ Ensure that college and departmental policies and procedures consider the students you serve.

Academic Program Best Practices
- ➢ Know your program.

- ➢ Consider program enhancements.

- ➢ Be good data stewards.

College Level Best Practices
- ➢ Explore new and enhanced academic programs.

- ➢ Consider capacity investments in high enrollment and/or high-performing programs.

- ➢ Have a process for evaluating low enrollment or under-enrolled/performing programs.

Mr. Goan emphasized that Strategic Enrollment Planning must be a campus-wide initiative, and he shared with deans and advisory members the framework that will guide this initiative as well as the steering committee and sub-committee structure(s).

B. Moody's Rating

Provost Stevens shared with deans and advisory members that WKU's S&P and Moody's rating are both an 'A'. Provost Stevens feels this positively affirms our efforts over the last year.

C. Scholarship Memo

Provost Stevens followed-up with deans and advisory members concerning the scholarship memo received yesterday from President Caboni's office.

D. Sibson Consulting Group Faculty Compensation

Dean Murphy provided deans and advisory members with an update concerning the Sibson Consulting Group faculty compensation project.

III. **Discussion Items:**

A. Priority Registration for Kelly Autism Program

Michelle Elkins, representing the Kelly Autism Program, requested Tier 1 priority registration status for KAP. Dean Murphy made a motion seconded by Dean Arbuckle to approve the request to award KAP students Tier 1 priority registration status. Motion passed without dissent.

B. Cross-listing of Graduate and Undergraduate Courses

Dr. Plemons reminded deans and advisory members that we have an 'equivalent course policy' which defines what constitutes equivalent courses. However, this policy does not allow cross-listing 400 and 500 level courses, but does allow for cross-listing 400G and 500 level courses. An academic department is requesting an exception to cross-list a 400 and 500 level course due to resource issues. Associate Provost Trawick emphasized that if we are unwilling to allow cross-listing for 400 and 500 level courses then we should not allow cross-listing 400G and 500 level courses. Dean Murphy emphasized that with already declining graduate enrollment, not being able to offer graduate courses due to low enrollment may further negatively impact graduate student recruiting and retention.

Dean Basta shared her prior experience with cross-listing undergraduate and graduate courses and feels that doing so makes the graduate-level portion of the course far less rigorous. Dr. Dumančić and Dean Davis agreed that in practice there is not a distinctive difference between 400 level and 400G level courses due to a lack of oversight. After much discussion it was determined that Dr. Plemons would provide deans with a list of programs that are currently using 400G level courses. This information will be reviewed at the next CAD meeting to determine if it's time to move away from 400G level courses.

C. Block Scheduling

Provost Stevens shared with deans and advisory members a broad vision of potentially moving to block scheduling in an effort to impact retention and student success. She suggested that this may look something like enrolling freshman in three classes in the fall and three classes in the spring in an effort to impact retention and student success.

In February, the Office of the Registrar will roll forward the courses for Fall 2020 and Spring 2021. Dean Snyder shared concerns that this may hamper the curriculum enhancement process. Dean Arbuckle indicated a need to restrict enrollment so that it mimics a cohort design. Mr. Jensen agreed. Dr. Dumančić also emphasized that block scheduling would further enhance first year experience. Ms. Hammonds suggested starting the Fall 2020 course scheduling earlier to allow additional time for Spring 2021 course scheduling. Dean Basta reminded deans that this could easily be tied to the ongoing faculty workload review process.

Respectfully Submitted,

Amber Scott Belt