

Faculty Senate Minutes
Monday, October 22, 2012
McCormick Room, Collins Library

Senators present: Nila Wiese, Maria Sampen, Kris Bartanen, Judith Kay, Ross Singleton, Alisa Kessel, Amy Spivey, Zaixin Hong, Kriszta Kotsis, Judith Kay, Kelli Delaney, Brendan Lanctot, Mike Segawa, Brad Dillman (chair)

Student Representatives present: Brian Ernst and Kathryn Ginsberg

Guests present: Ron Thomas, Doug Goodman, Douglas Cannon, Amy Ryken

Dillman called the meeting to order at 4:00 p.m.

Announcements

Kotsis announced the Redford Conference, beginning Thursday October 25th with an opening party on Friday at 5:30 in McIntyre 103. The conference explores digital imaging as it relates to the field of archeology.

Bartanen, on Lisa Ferrari's behalf, announced that second session summer courses are needed, especially Fine Arts and Upper Division courses.

Spivey requested that faculty recommend students for fellowships. Recommendations can be sent to Sharon Chambers-Gordon. Juniors and seniors are eligible.

Dillman is seeking agenda items for the next Faculty Senate meeting.

Approval of the Minutes

The minutes of October 8, 2012 were approved with minor changes.

President Thomas' Report

I. Strategic Directions in 2012

President Thomas articulated the university's central mission, to provide students with a "transformative educational experience." He also expressed that the aspirations of the university must be in line with the realities of the market place.

1. Last year marked the 5th year of a ten-year strategic plan; this halfway point presented a good time to explore primary objectives and to celebrate advancements.

Achievements include:

- Completion of Harned and Thompson Hall
- Construction of Weyerhaeuser Hall
- More full integration of undergraduate and graduate programs in Weyerhaeuser

Strategic imperatives include a focus on Puget Sound's vision and values:

- Putting the student first
- Emphasis on excellence in teaching
- Creating a transformative learning environment

2. Post 2008 financial realities have influenced changes in the recruitment environment.

The rising discount rate is a factor in the current market.

3. Since the late 1980's significant ground has been made concerning retention but Puget Sound still lags behind peer institutions.
 - a. The "residential character" of Puget Sound vs. peer institutions is a factor in this discrepancy, 57% of Puget Sound students live on campus while 67% of students attending Northwest peer institutions live on campus. Higher residential rates contribute to higher retention rates.

II. Defining Moments and Areas of Challenge

President Thomas outlined the following objectives and challenges:

1. Strengthen market strength and improve market profile, ensure that market profile is more commensurate with quality of Puget Sound
2. More robust student recruitment
3. Improve retention rates
4. Lack of growth in net revenue to fund initiatives, operations and compensation

III. Board Agreement (Approved in February, 2012)

1. Strategic decisions will be in line with Puget Sound's core values as a teaching intensive, fully integrated liberal arts institution.

2. The university will increase efforts in admission, financial aid, institutional branding, retention, and building the university's residential character.
 - a. The above values and efforts will be addressed by:
 - i. Generating a more qualified applicant pool, in part through strategic geographically-based recruiting
 - ii. Increasing selectivity, a higher retention rate will support this objective
 - iii. Applying resources to key markets
 - iv. Increasing yield in key markets
 - v. Deploying alumni and parents in recruitment efforts
3. The university's strategic direction includes consideration and implementation of the following:
 - a. Providing financial aid to targeted markets
 - b. Enhancing branding/identity
 - c. Enhancing retention and graduation rates by:
 - i. Completing the new residence hall
 - ii. Reducing the "gapping" between student university costs and students' ability to pay for said costs
 - iii. Strengthening advising
 - iv. Reminding families of the long-term return on investing a four year liberal arts education

IV. Kay asked if parents are aware of the retention rate and the four versus five- year graduation rate.

1. President Thomas explained that parents and students expect more active recruitment and outcomes; graduating in four years factors into recruitment.
2. Wiese stated that in her meetings with prospective business students, parents explicitly inquire about whether or not students can graduate in four years.
3. Sampen wondered about state college and university graduation rates in comparison to Puget Sound's.
4. President Thomas replied that Puget Sound's graduation rate is better than all state institutions as well as other regional private colleges and universities such as PLU and Linfield but is not as good as those of Northwest peer institutions.

V. Spivey inquired about the role of CHWS in retention efforts, wondering if the appointment availability affects student retention rates.

1. Segawa touched upon related issues, the student alert system is more responsive at mid-term and academic advising and CWLT are involving more peer advisors. He went on to state that CHWS has added staff on the medical side and will add more pre-doctoral mental health specialists during the next academic year. CHWS currently faces space limitations, which will be alleviated when Wheelock is expanded.

2. Bartanen added that there are more students with disabilities, which has led to an increase in disability services staff. Additionally, Academic Advising is working with academic advisors to take a four-year, developmental perspective, thereby promoting a more long-term perspective when working with students.

VI. **Action Plan: Goals and Milestones**

President Thomas resumed his report, outlining five-year objectives:

1. Puget Sound will aim to maintain same full time enrollment from 2013-17 but the freshman class will be brought down in size modestly by 2017.
2. There will be a projected increase in the four year graduation rate to 75%.
3. The freshman discount rate will be reduced by 2017.
4. There will be a re-balancing of the students qualifying and not qualifying for financial aid.

VII. President Thomas stated that Puget Sound currently faces one million less than expected in net revenues because of a smaller than anticipated freshman class of 631 rather than 675 students. This deficit may require a \$300,000 budget reduction next year.

1. Kessel asked if an increase in transfer students will provide extra revenue.
2. Bartanen and President Thomas both stated that the university will work on retention and lowering the percentage of students receiving financial aid in order to lower its budget deficit rather than increasing the number of transfer students.
3. Cannon asked about the discount to students who don't need financial aid, which led to an analysis of various categories of student groups.

Using a comparative tool for analysis of the first-year class, we have observed a shift over the past five years toward more high achieving students, but also more high need students. Puget Sound needs to rebalance the proportion of high need students in order to have a workable business model.

VIII. **2011-12 Enrollment statistics**

1. 66 transfer students were enrolled in 2011-12
2. Puget Sound met or exceeded grad program enrollment goals
3. There was an 10 point increase in SAT scores
4. A rise from 22-29% in ethnic diversity
5. A rise from 16-17% in first generation college students
6. Increased male/female balance, 47%-53% respectively
7. California residents down from 33% to 30%
8. Increased average expected family contribution to expenses by \$5000
9. Public "overlaps" were replaced with private ones (e.g. Occidental, Santa Clara, and Stanford)
10. Puget Sound met or exceeded enrollment goals in all quadrants

IX. Future enrollment goals and efforts

1. Puget Sound needs a deeper pool of applicants to ensure a strong waitlist. This will make up for any shortfalls in deposits from future freshman classes.
2. There are efforts underway to deepen relationships with feeder high schools.
3. A coordinator is now charged with focusing on increasing the yield in target markets.
4. Two additional counselors will be hired to recruit in target markets.
5. An alumni coordinator will tap regional alumni leaders for recruitment support.

X. Long term goals

1. Develop new markets
 - a. Target more international students
 - b. Use more sophisticated technology (e.g. affinity tools) to identify students who are likely candidates for Puget Sound
 - c. Enhance branding
 - d. Continue to assess enrollment size and pricing models

XI. Dillman asked what faculty can do to help

1. President Thomas expressed his appreciation for faculty members' high quality teaching, the university's "strongest selling point." He also commended faculty involvement in meeting with prospective students individually and at organized events as well as over email and by telephone.
2. Bartanen stated that every piece in recruitment and retention efforts is important. The five-year goal is to retain 70 more students and faculty are critical to this effort.
3. Segawa acknowledged that it is also important to know when to "say no" to students and parents, when evidence strongly shows a lack of student success, to help us use staff and faculty resources well.
4. Bartanen also suggested that communicating more about "outcomes" of students' experiences would be helpful, such as completing the work on student learning outcomes for capstone courses and sharing what students do when they graduate.
 - a. Wiese asked where data on outcomes could be found and suggested it would be helpful to have this data on hand in order to communicate more effectively with parents and students. She added that it would also be beneficial to communicate more about the success of faculty.

XIII. Kay wondered if the transition from students' freshman advisor to their disciplinary advisor is a smooth one.

XIV. Segawa added that the sophomore year needs to be looked at more fully. The two-year residential requirement is a positive change for sophomores in that it will encourage them to engage with more comprehensive resources.

XV. Kay asked how disciplinary advisors are chosen, noting that sometimes students select advisors with whom they haven't yet had a class.

XVI. Sampen asked about the percentage of freshmen who are accepted and decide to come to Puget Sound.

XVII. Singleton mentioned that fall teaching awards are fairly low profile; broadening their exposure would highlight faculty accomplishments to parents and students.

XVIII. Hong suggested that in targeting international students Puget Sound could attract Asian students who receive their middle and high school education abroad. Such students are already receptive to studying abroad.

1. Sampen stated that her department had been steered away from international recruiting in the past.
2. President Thomas replied that in the past there were other more pressing priorities but recruiting international students will likely be a new focus as the new vice president for enrollment joins the campus in January.

The meeting adjourned at 5:30 pm.

Respectfully submitted,

Elise Richman