

Minutes of the University Council Meeting
November 19, 2013

Ryan Zerr, Chair of University Senate, called the meeting of the University Council to order at 3:30 p.m. in the Lecture Bowl, Memorial Union.

Mr. Zerr welcomed those in attendance and introduced President Kelley for the State of the University Address.

President Kelley thanked Mr. Zerr for his leadership this year as chair of University Senate. He stated that collaborative governance is central to a successful research university and the role the faculty and staff play in making UND vibrant is paramount.

President Kelley reported that much has changed since his last State of the University address. There has been an historic shift in the way institutions in the North Dakota University System will be funded by the state. There are many new faces in the Office of the Provost and among the UND deans. It is clear that UND will be evaluated by more institutional stakeholders on our collective performance. These changes are both desirable and welcome. They present both opportunities and challenges to the University.

This year, the University completed the self-study for the Higher Learning Commission's ten-year reaccreditation. Just a few weeks ago, we had a site visit by the Higher Learning Commission. A five-member team visited the campus for three days and, by all accounts, it was a highly successful visit. The site team complimented the University on the thoroughness of the self study and the many strengths of the University. The final report will come sometime this spring. We can take pride in the hard work that went into the process. Three people must be singled out for their guidance and leadership over the three-year process – Joan Hawthorne, Patrick O'Neill and Donna Pearson. UND is one of the first universities that submitted the self-study and supporting documents entirely online.

The President indicated that UND can be proud of what has been accomplished over the past few years through the Exceptional UND initiatives; but, there is a great deal of work ahead to meet the challenges and opportunities that confront the University. He is confident that we will succeed because the faculty, staff and students care about the University. All are a part of the success of the initiatives that move us from great to exceptional.

President Kelley stated that there is a great deal to say about the successes and achievements by UND. Although there are many programs that have achieved national recognition and students and faculty continue to achieve at the international and national level, President Kelley chose to highlight some new rising stars on campus. He mentioned the performance of "A Chorus Line" and commended the faculty, staff and students in the Department of Theatre Arts and the faculty and students from the Department of Music who produced an excellent show. He complimented the Pride of the North under the direction of Rob Brooks and all the ensembles for being musical ambassadors for UND. He also mentioned the cheer and dance teams that dedicate time and energy so they can complement the UND athletic events.

As he looks ahead, the President commented on some of the challenges facing UND. He spoke to issues directly related to UND's mission of teaching and learning.

UND has excellent relationships with all branches of state government--legislative, executive, and judicial. UND recently hosted the annual visit of the North Dakota Supreme Court. We have a productive relationship with our Congressional Delegation. We work closely with the State Board of Higher Education, the North Dakota University System and with Interim Chancellor Larry Skogen. These positive relationships are directly responsible for the positive financial actions for the UND School of Medicine and Health Sciences and the UND School of Law. Additionally, UND will host the grand opening of the UND/NDUS Information Technologies building on Friday, November 19, at 9:00 a.m.

President Kelley reported that, overall, UND is in strong financial shape. The HLC financial indicator reflects institutional financial strength, fiscal reserves and bond ratings. There is no additional review required of UND's financial position. UND continues to administer revenues from multiple sources: state appropriations, tuition and fees, grants and contracts and auxiliary businesses. UND has continued to use revenues to provide SBHE approved salary increases for faculty and staff. The raises have helped to continue to close the variance between UND and AAUP average salaries. The Alumni Foundation recently completed the public phase of the Spirit Campaign exceeding \$324 million.

An important source of funding for the institution is grants and contracts. In the past, this represented about one-fourth of the institution's revenue. Nationally, grant funding has been negatively impacted. Overall, UND has had a downturn in the number and amount of awards. There have been some increases that the President related. The School of Medicine and Health Sciences has had their most successful year ever. It was also a successful recruiting year for the SMHS. There have been 28 new faculty members added in the past two years. Overall, we are down significantly in grant support. The President has directed Provost DiLorenzo to work with staff in the Office of Research and Economic Development, deans, chairs and faculty to prioritize the programs and initiatives that have the greatest impact on UND's research enterprise.

Although UND is financially sound, consultants have advised considering revisions for the management of the institution's fiscal resources. President Kelley has charged Vice President Brekke and Provost DiLorenzo to review budgeting practices for increased efficiencies; UND needs to make better use of fiscal analytics.

As for master planning, President Kelley indicated that the North Dakota Legislature has provided NDUS \$1 million to put a master plan in place. Rick Tonder, former UND associate director of facilities planning, has been hired by NDUS to head up this planning initiative.

UND has completed the first phase of a space utilization study, which focused on instructional space. This study will inform the broader campus plan. We need to connect space to the learning environments that support student-to-student and student-to-faculty programs.

The President then spoke about recent successes in capital construction activities. The Gorecki Alumni Center received a Platinum LEED designation. This is the first Platinum designation in the NDUS system and the first for an alumni center in the world.

President Kelley reported that in September, we broke ground for the new Athletics High Performance Center. Altru provided a \$9 million gift and Scheels provided \$1 million. These gifts and this facility will support athletes so they can compete at the D-I level. Earlier this year, the North Dakota Legislature approved funding for a new \$122 million four-story School of Medicine and Health Sciences building. The Legislature also provided \$11.4 million for an addition and renovation to North Dakota's only School of Law. Both projects are on track. Soon, renovation will begin on Wilkerson Dining Center and a future Collaborative Energy Complex in the College of Engineering and Mines. The President then mentioned that the bridge over the English Coulee should be finished before Christmas 2013.

President Kelly stated that in all of this, students are the primary focus. Enhancing the student experience is the beat behind the University's "rythym.". This is the responsibility of all of us, what we all must address.

He then spoke about Enrollment Management. This fall is the second largest student enrollment ever. The enrollment of 15,143 includes a significant increase in the number of graduate students and the planned increase in students through the Health Care Workforce Initiative funded by the Legislature. Two programs that continue to receive media attention are the Petroleum Engineering and the Unmanned Aircraft Systems programs. Other programs are doing well and he mentioned the distance education program specifically.

To support the "Pathways to Student Success" we must focus on creating a culture of student success. For many reasons, this is the right time to increase admission standards, focusing on recruiting and working to retain highly-prepared students who will reach their educational goals as efficiently as possible. Faculty also benefit by working with goal-oriented students. UND must enhance the academic quality while controlling cost.

The President stated that another reason for enhancing student success is a major change enacted by the Legislature. There is a major change in the funding model for determining state support for higher education. The fiscal resources will now be appropriated based on a model that provides weighted dollars per completed credit hour. The process uses completed credit hours at the end of each biennium. The model also rewards institutions for student progress towards graduation/completion of degrees.

President Kelley reported that there are several new initiatives that will address these issues. One that is in place is the Strategic Enrollment Management Committee. The Committee is chaired by Provost DiLorenzo and Vice President Reesor and includes the other vice presidents, deans, student leaders and the University Senate Chair Ryan Zerr. This group is charged with developing strategies that address the enrollment goals across all the academic programs of the institution. The Committee is working on a common course scheduling system, early alert system and reducing time to graduation by streamlining the process of completing graduation requirements.

One tool that will help in this work by providing analytics to the campus is IDashboards. The President then demonstrated IDashboards showing how readily they can be used to inform the institution. He indicated that in the coming weeks, the campus will be invited to participate in initiatives in recruiting, marketing and retention. He wanted to be clear that when he said retention, he did not mean to make courses easier, but instead help students to succeed. All need to play a role to influence student retention and graduation rates. UND is creating an online catalog to provide information to help in degree planning. UND is planning to have software to identify at-risk students, intervene early, and help them stay in school. The President has charged the Provost with finding innovative ways to adapt advanced technologies, like MOOCs, to assist students to progress through their degree coursework.

To eliminate the “Twamley Shuffle,” the University is working on developing a student services center called the “One Stop Shop.” Staff will use physical and virtual tools to answer questions related to Financial Aid, Parking, Transcripts, other Registrar functions, and Student Account Services – virtually anything that touches the student experience. The purpose is to ensure success and increase degree completion.

The President said that we all have a role to play in all aspects of the University. There are no longer the traditional roles for student affairs and academic affairs for success. There are many things that ensure academic success.

To make sure of diversity and inclusion, UND is advertising for a new position, the Associate Vice President for Diversity and Inclusion.

In closing, the President stated that we have a great deal of work to do to ensure the promise of an Exceptional UND. We have a great administrative team and dedicated and forward-thinking faculty. We continue to be creative, innovative and entrepreneurial. North Dakota is in fine shape and so is the University.

He thanked everyone for all they do for the University of North Dakota.

Ryan Zerr, Chair of the University Senate, thanked President Kelley and then gave the following University Senate Status Report.

As of the start of this academic year, there were approximately 340 positions across Senate and its 25 committees that were filled by faculty, staff, students, and administrators. It is within these committees that the primary work of the Senate is accomplished, and these many individuals have spent hundreds of hours devoted to critically examining policies, the curriculum, budget matters, as well as many other important issues. This work is critical for ensuring the functioning of our institution and deserves our sincere gratitude. Often it is the research accomplishments of individuals that garner the greatest attention. However, the work that people do in serving on the many committees across campus is also foundational for ensuring UND’s mission is accomplished.

I want to say a word of particular thanks to those currently serving on the University Senate’s Executive Committee, including past chair Professor Curt Stofferahn and Vice Chair/Chair-Elect

Professor Melissa Gjellstad. I would like to thank, as well, Professor Jim Mochoruk, last year's Senate chair, for his guidance in the lead-up to this academic year. Finally, and perhaps most importantly, I want to thank Suzanne Anderson and Lori Hofland, who ensure that all of the details which keep the Senate functioning get attention.

Since the last University Council meeting, the Senate has met three times, providing opportunities for administrators, faculty, staff, and students to discuss important campus matters. Policy actions taken by the Senate have included the adoption of a credit hour policy for distance courses, and a revision to the Intellectual Property Policy.

The Senate, with the support of the President and the Provost, has also helped initiate work intended to strengthen shared and collaborative governance at UND. I would like to thank them for that. At the next University Council meeting, I expect to be able to report on some of the specific outcomes that result from this work. Additionally, both the President and the Provost, as well as the Dean of Arts and Sciences, have been able to provide tangible support for the University Senate through a commitment to provide course release time and dedicated support for web site development for the Senate and its committees.

Looking ahead, it is easy to identify a number of important issues for our institution; for example:

- Changes to the way the State provides funding to UND and other NDUS institutions;
- Appropriate admissions standards, student success measures, and timeframes for degree completion;
- Space utilization on campus, including providing classroom spaces that help facilitate the use of innovative pedagogical strategies;
- Consideration of changes to the budget model used by UND, and what this might mean in terms of budgeting priorities across campus.

Probably everyone here can think of additional items to add to this list. All of these issues will require our thoughtful input to determine the best solutions. I urge everyone to be watching for their opportunities to begin or to engage in discussions about matters such as these. Of course, the Senate will help serve as a venue for having those discussions, and I will provide an update on the outcome of whatever role the Senate plays at the next University Council meeting.

The final item on our agenda for today is to ask if there are any other matters that should be brought before the Council at this time. There were no matters arising.

The meeting adjourned at 4:35 p.m.

Suzanne Anderson, Secretary
University Council