Attendance Oct. 17th:

Present:

Gregory Woodward: President
Fred Sweitzer: Interim Provost
A&S: Kristin Comeforo, Larry Gould, Anne Pidano, Natalie Politikos, Paul Siegl, Bryan Sinche, Michael Walsh, Bin Zhu
Barney: Irina Naoumova, Onur Oz, Narendar Sumukadas
CETA: Seth Holmes, Paul Slaboch, Akin Tatoglu, Ying Yu
ENHP: Adam Goodworth, Claudia Oakes, Michael Wininger Lisa Zawilinski
Hartt: Cherie Caluda, Steve Davis, Warren Haston, Peter Woodard
HAS: Andy Wollner
Hillyer: Paula Alderette, Jonathan Daigle,

Staff Association: Ben Ide

SGA: Angie Agrawal

Absent:

Barney: Deb Kidder

Hartt: Justin Kurtz

HAS: Power Boothe, Michael Vahrenwald

Hillyer: Mari Firkatian, Bilal Sekou
<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Speaker</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:15</td>
<td>Chair, Anne Pidano</td>
<td>Convene</td>
</tr>
<tr>
<td>12:20 Staff Assoc.</td>
<td>Staff Representative: Ben Ide</td>
<td>Greg Woodward met with Staff Association and stressed concept of radical hospitality creating environment that fosters student engagement and retention. Answered question about dining services and purchasing practices.</td>
</tr>
<tr>
<td>12:25 SGA</td>
<td>Angie Agrawal</td>
<td>Message from Malcolm Virgil – Need for culture change among students and faculty. Proposing trivia games between students (7 from each college) and faculty making it a tradition. He would like to meet with Ben Ide at staff association meetings; will meet with Ying Yu to discuss events. Email Malcolm if have any ideas about trivia games <a href="mailto:mvirgil@hartford.edu">mvirgil@hartford.edu</a>. No date set as yet. Question from Greg Woodward about culture change; Angie not comfortable expressing Malcolm’s thoughts and list. He does have an extensive list that he’ll share. Greg had a trivia contest at Carthage College which was very successful.</td>
</tr>
</tbody>
</table>
President’s Report
Greg Woodward

**Enrollment/Retention/New Revenue**

There is a 3.6 million deficit; last year was 2 million; will probably grow to 5 million by spring semester. Pledge to board that we won’t have deficit budget next year; inherited problem from enrollment and retention.

Silos need to be addressed: IA, Marketing/communications/Admissions

Hired outside people to help, but would like to centralize. This is part of the Purposeful Pathways concept.

- New VP, Molly Polk, brought in to change marketing/communication efforts.
- Revamping the website; new home page will appear this week; 18 month project to rewrite website (26,000 pages and 120 people with access to change/contribute to web). Website will be a recruitment tool.
- Hired alum to help with University magazine; fundraising vehicle (strong background in high end magazines such as Atlantic Monthly).
- Canceling consulting contracts. Contracts are at 1.6 million annual cost to university; hiring writing, production experts will cost much less.
- Communications/marketing, IA, Admission/enrollment asked to bring all
disparate people/colleges who are working in silos to centralize recruiting; spread of staff (9 regular on campus admission officers and 14 resources outside universities); same with marketing/communications (12 on campus and 21 outside of campus).

- 17% increase in applications with 15% yield will bring 3-4% increase which will translate to 40 new students. 1517 first year students; budget based on 1550 first years, down by 33; predicated on returning students so fewer returned as sophomore and juniors. 75% retention dropped to 70%. Down overall by 150 students = 3.5 million.

- Of 1500 new students, one-third (500 students) with low academic preparation and low ability to pay. Retention nationally and here are 35% of first year class. Would cost a fortune to retain them, so have to move to students who are more academically and financially prepared. Based on moral and ethical stance, not just based on dollars and cents. Should not admit students who aren’t prepared and fail. They don’t have the grades to transfer, are in debt, therefore, cannot release the transcript, so doing them a disservice. Advise them before enrolling to go to 2 year college or state school. They can bring up grades
and come back. Ripple effect if they tell others that they didn’t do well there. More money into students better equipped.

- Want early intervention with registrar when not paying bills or failing. 75 million in financial aid, asked for nothing in return. Considering developing a series of cohorts for those scholarship students with faculty members. Get together with 3-4 students so they have a sense of belonging and engagement for students who are not engaged in other ways. Summer Bridge programs work around the country. Successful in Hillyer College. Adjust upper class student financial aid packages. Better orientation and advising.

- Residential life for first years – Hawk Hall with learning communities has 90% retention and others are in the 70%. Can model Hawk Hall.

**Bachelor in Nursing** is a priority and a source for revenue. Greg would like this program as soon as possible. Fits the mission of the University. Demand for nursing; Uconn had 100 spots this past year in first year nursing program and received 1900 applicants. Addition of 400 nursing students brings in approximately 8 million in revenue ($20,000 a student).
• Online cohorts only area of increase.
• About to require on-campus housing for first two years; 700 empty beds; revenue on housing is 70%. Give students some housing grants to stay on campus to be competitive with off campus housing.

Master Plan in process; roll out to board of regents in November. Hired firm to handle this plan.
• 10-year plan for space for crowded programs along with a recreation and wellness center.
• Looked at renting/leasing space off campus and renovating. Need new classrooms now; ENHP (new nursing program), Engineering needs space, psychology dept. as well. Using 65% of available space for classrooms.
• If Happy Hour was eliminated would gain 6-9 new classrooms on Tuesday and Thursday mornings vs. 6 million to build. Not an all or nothing conversation.
• Old campus on Albany Ave. has excellent space in Butterworth Hall. Using Babcock Hall as well.

**Purposeful Pathways**: intentionally guide students out of the classroom; promise to first years the opportunity to engage, reflect, and experiment, and
try professional world options. Reflect why they are taking certain courses.

- Dialogues, Bar 110, 210 already exist. Perhaps a graduation requirement; series of seminars; passport to complete before graduating. Working with Fred on a consortium.
- Prioritize: Now, soon, later- good idea of what will be happening right away and later.
- Centralizing activities that are uniquely university of Hartford relates to the Pathways. Bringing silos together; ideal would be that every student has to take at least one course in each college- utilizing the comprehensive colleges, only 30 in America.
- Liberal Arts advocate; makes better citizens, more soft skills desired by corporations, being able to work with diverse groups.
- Believer in Gen Ed, approve of the move from AUC to UIS, interdisciplinary studies are valuable and powerful.

Q & A:

1. Internships: scattered throughout the colleges, need to bring them together in a data base (experiential learning).
   - Transportation to downtown feasible, but not able to drive them too far. CCIC (Coalition of Ct.
Independent Colleges) controls budget in state of ct. All public school students get free transportation; would be $20 per student for transportation if we go in on a group plan.

- Coordinating internships: sustainable partnerships that will take our students over and over again and one company taking at least 10 at a time.
- Strong companies Pratt & Whitney, Stanley Service- Hartford alums as well CEO and CFO’s. They are willing to take large numbers of interns. Can organize a shuttle system to these corporations.
- We don’t talk about Hartford enough. Maybe have a presence downtown sharing an office with Trinity or somewhere else. Mayor Luke Bronin advocating having Hartford known as a college town which would help the city prosper. All other colleges and universities are there and we’ll think about options.

2. Graduate Studies: Not centralized support for graduate programs. Molly will do more marketing and advertising for graduates; 20% of revenue; need to be on radar of feeder schools.

3. Cutting New Programs: Not interested in cutting anything; not the way to get out of downward spiral; opportunities to build new student
enrollment with new and different people. Nursing is the perfect example. Focus as well on areas where enrollment has dropped. Cutting certain programs are not always dependent on return on investment. It’s about adding revenue by adding programs.

- Question about new program: master in jazz studies. Hasn’t heard anything about the status of this new program. Answer: 3 programs under consideration and masters in jazz moving forward. Computer science and engineering, digital medium journalism are the other two in the pipeline.
- If it’s a question about building ex. 2 million nursing lab, we’ll find donors to support these endeavors.

4. Faculty Salaries: goal is to reach median level in peer/cohort group created by mostly faculty members. Able to attract and maintain outstanding faculty members.

5. Search for ENHP dean is in process, going for someone who can think about growth in the health profession. Engaged search firm and in process of forming a search committee. April is timeline for hiring someone.

6. Diversity Task Force and Committee: Karen Tajeda, Jane Horvath, DeLois Lindsey (multi-
cultural student affairs office) are the 3 chairs. Question: will that include someone from Senate diversity Committee? Yes, in addition to Jane Horvath. Can lead to hiring a diversity officer position.

7. Group working on retention; comment-we’ve already had two task forces formed for retention.
   - Why not tap into the other community colleges around the country, like Hartt who has relationship with Ohio schools.
   - Online population is working adults taking online evening courses. Online MBA participants come from all over the country,
   - Articulation of community colleges outside of Ct.; we will try to market to them even though price is steep; 17,000 students graduated from Manchester Community and we only had 7 of them. This is an area for new revenue source.

8. Interim Provost search continuing, no pronouncement right now. Want to decide about search by winter break. Important for ENHP dean search to know who will be the provost.

9. Distinguished Professor good idea.

10. No smoking; need to enforce the rules we already have; can’t go smoke free.
11. Benefits: Insurance costs supposed to go up 13.5% this year.
   - BTF considered different options. Deductible Based Plan at Uhart 80/20. Rare to have this percentage in higher education. Industry standard is 60/40 or 70/30.
   - Spouses covered by our insurance (who are provided by their own insurers) cost us much money since we are 100% self-insured. 3.5 million Incurred by insuring spouses last year. By eliminating spousal support, then we did not have to increase from 13.5% in overall plan.
Thursday, October 19th

Attendance:

Present:

Arosha Jayawickrema: Vice President of Finance and Administration
A&S: Anne Pidano, Natalie Politkos, Paul Siegel, Bryan Sinche
Barney: Deb Kidder, Irina Naoumova, Onur Oz, Narendar Sumukadas
CETA: Seth Holmes, Paul Slaboch, Akin Tatoglu, Ying Yu
ENHP: Claudia Oakes, Michael Wininger
Hartt: Cherie Caluda, Steve Davis, Warren Haston
HAS: Power Boothe, Andy Wollner
Hillyer: Paula Alderette, Jonathan Daigle, Bilal Sekou
Staff Association: Ben Ide
**Absent:**

A&S: Kristin Comeforo, Michael Walsh  
ENHP: Adam Goodworth, Lisa Zawilinski  
Hartt: Justin Kurtz  
HAS: Michael Vahrenwald  
Hillyer: Mari Firkatian

<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Speaker</th>
<th>Action</th>
<th>Follow-up/Person Responsible</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:15</td>
<td>Anne Pidano</td>
<td>Reconvene</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:20</td>
<td>Greg Woodward</td>
<td>Soliciting opinions about Provost search. Will not hold open sessions; instead, requesting that faculty send personal comments/thoughts on Provost position. Fred is desirous of staying in job. Need for discussion about pursuing a formal search. Question:</td>
<td>Take discussion back to colleges.</td>
<td></td>
</tr>
</tbody>
</table>
### 12:30 Arosha Jayawickrema

- In the past, Asst. Provost was a 3-year transitional position; not considered to be long term position. Revolving leadership position which has been in place since 2001 according to faculty member. Structure has changed with that second assistant position; opportunity for leadership cultivation and discovery. Fred had stayed in that position for 6 + years.
- President was not aware about that assistant provost position. Very interested and warrants additional discussion. Graduate studies not getting enough attention; perhaps this position can be reviewed as it is now combined with asst. provost.

**What direction do you think we’re going?**

**Senate responses:**
- Had a briefing from President on Tuesday
- Dean has encouraged HAS to review curriculum to encourage student enrollment/retention.
- 1990s was the last budget deficit.
- Asked to make cuts and this was accomplished already, ex. Hillyer. Concerns that athletics taking away from budget.
- Minimizing students leaving puts faculty in difficult position.
400 students were lost in fall of early 90s with large deficit. Better placed today since we know these things earlier on. Can plan for this deficit with contingency plans. Know what incoming class size will be ahead of time by April/May with deposits; needle has not moved in terms of what anticipate each class size will be (only 6 students off from projected 2975) with 2969 students this year.

In the past few years, we were cushioned by part-time grad and undergrad enrollment. -2017 not a good year, undergrad declined but part-time in both under and grad dropped as well. Online increased; only area of growth.
- In 2017 took in one million dollars less, spent 2.5 million more, ended with 3.5 deficit. -1.5 million less than year before
-Not a good direction that we’re going. Can find more information online at Hartford.edu/budget/.
Financial reports will give a clearer picture.
- We are a business model; difference between global corporations is that they can expand markets-only so much we can do. Trying to attract as many students in our area as possible
-Was discounting 39 cents on dollar before 2008 and now 53%; competition between school packages;
students do not have that buying power; 40% of student are students of color.

Q&A:
What are expectations for faculty?
- emailing with students personally, calls, open forums.
- If demographics are changing, then how much can faculty do? Factors beyond manipulation. Can we attract more students from abroad?
- Lectures for parents/potential students.
- Plan to attract international students with EC Higher Ed; have to plan on dining needs during holidays.
- Offer something that no one else has.
- Pricing of housing units going up around Bloomfield which is cheaper than on year-long campus housing; zoning has changed drastically.
- Faculty suggesting that we market our name in relation to a recurring theme, something we’re known for.
- Now, soon, later theme of President Woodward; “now” is the drastically cutting of consultants, presumably that would have an immediate benefit. Nursing will not happen overnight. What about now and sooner?
- DPT program (Doctorate Physical therapy). Popular program with waitlist. Need space, looking for 3 labs. Possibly growing it on Asylum Ave. campus. Could be fall ’18.
- Engineering is another area. Donor interested in building something. Have demand in these areas.
- Faculty involvement in admissions process. Personal contact on phone and invite that student to campus.
- Have been doing this kind of thing in Hartt School for decades. Recruiting musicians and involving them in the process.
- EC higher education and how it will be processed. Will this affect our reputation with students not speaking English and lower GPA?
- What is the best forum to discuss this subject? Agreement to present here at Senate.
- Next year or two there is a need to stay flat; nothing in the economy is showing that this is going to change.

<table>
<thead>
<tr>
<th>Time</th>
<th>Name</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:45</td>
<td>Anne</td>
<td><strong>Discussion about Provost Search:</strong> Faculty question: Should there be an opportunity for Fred to speak about his desire to be provost?</td>
</tr>
</tbody>
</table>
Greg is asking for thoughts about a search as well as thoughts about Fred as a candidate for Provost.

Discussion:
- It’s too important a position not to have input. Important to have discussion about hiring within or outside.
- President wants opinions from various constituencies; should we project senate’s opinion/consensus (if one can be reached)?
- Should encourage college colleagues to write to Greg directly, since there won’t be open sessions.
- Better to avoid numerous emails; faculty up for P&T may not want to speak out, each department should present their opinion.
- Not comfortable to base vote on college opinions. Up to Greg to group those opinions together.
- Incumbent is only strengthened by this process or internal debate.
- If we restrict feedback then dangerous since only people who feel strongly will write back.
- Decision about national search or not. Maybe do a paper vote in senate and then another vote in the colleges.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>
| • How do we determine which characteristics are desired in a provost; what are the criteria to guide our decisions?  
• Don’t have the turnaround time if decision has to be made by holiday period.  
• President asking for all our opinions; flooding his mailbox would not be beneficial. Facilitate this process with a pros and cons list in senate and/or in colleges; bring them back or email to senate and sort through them.  
• Don’t see the point in a vote; president needs to process all the points of view and that would be through receipt of emails from senate/faculty.  
• Consensus would boil it down to be too generic.  
• Acknowledging the time limit and process, the intent would help reestablish shared governance; makes senate more of team; lays out a standard as to how the provost is connected to the senate and influences the academic leadership of the university.  
• Value of the search makes that position/person that much stronger.  
• More important to give opinions about position instead of the person.  
• Is it possible to have decision made by Thanksgiving in time for April when search for

ENHP dean is to be completed. Decision is to decide whether we have national search or not.

- Proposal to vote on paper in terms of endorsing a search and still go to colleges and send individual thoughts
- Some senators feel they don’t know Fred well enough to vote; forces Fred to come to senate and make known what his strength and weaknesses are as well as future intentions.
- National search/candidate do not come to talk to us.
- There were open sessions for the last Provost search and assume that will happen again.

**Discussion and Votes:**

Motion to move that senate endorse a national search for provost.
Seconded

**September 2017 Minutes:** unanimous show by hands- no comments.

**National Search for Provost:**
Approve: 19
Do not approve:5

**Action:**
Voted today to endorse a search. Bring back to November college meetings for discussion.
Abstain: 5

October Curriculum Committee Report:
Approve: 24
Do not approve: 2
Abstain: 2
Share information with other colleges about cross-college curriculum. Encourage students to take BAR 111 or Management 425. Asked to be uploaded on Blackboard to share with faculty/advisors.

Grievance Committee:
 Bios not helpful need to encourage letters stating why they want the job
Gabor Viragh-4
Michael Lang-8
Dee Hansen 18
Katie Stevinson-Nollet-7
Kathy McCloskey-11

Dee Hansen and Kathy McCloskey won with 18 and 11 respectively.

First Read of MAPP Change: Attendance Records
Take back to colleges for advisory vote.

Lydia: Email information to Chair of Grievance committee. Chair of A&N informs nominees. Grievance Committee must meet within 10 business days of Senate election.

By Nov. 2nd
Word *require* changed to **encouraged**. Attendance records encouraged to be taken first 3 weeks.

**To Do List:**
A&S voted overwhelmingly to suspend program but also not to eliminate.
1. Discussion of Clinical psychology - take to colleges for advisory vote. Will invite Dawn Neese, Fred, and Katherine Black to speak about this process. Action plan to invite them.
2. Alternate routes for promotion from associate to full; different language and routes to attain promotion; need to have feedback from senate; possibly means more weight on service; want more specifics around what service means; no details as yet, just concept. Looking for faculty to endorse this.

**Second Read of Language Regarding Senate Term Limits:**
**Questions & Discussions:**
- To fill a vacancy could possibly be added.
- Last addition doesn’t add to the by-laws; answer is that without that language someone could just stay another term.
- Action: craft different language then next month we could another first read

<p>| 1:30 | 1. Take MAPP Change back to colleges | First two week in Nov. |
|      | 2. Take back to colleges in December after hearing more information at November’s meeting. Anne/Lydia to Invite Fred, Katherine, and Dawn Neese. | Dec. Meetings |
|      | 3. Take back Promotion from Associate to Full get temperature | Nov. Meetings |</p>
<table>
<thead>
<tr>
<th>Time</th>
<th>Participants</th>
<th>Reports and Actions</th>
</tr>
</thead>
</table>
| 1:35  | Lisa absent, Paula Alderette, Seth Holmes, Bin Zhu (standing in for Chair, Ying Yu) | **Committee Reports**  
FA: no report  
Diversity Report: two initiatives before the senate; discussion about wording as well as process about how proposals were handled. Transparency initiative is another area for the future.  
Environmental & Sustainability: Broader picture; compare to other universities in terms of the strategic plan; notion of needing or wanting sustainability master plan; financial side. Starting to investigate slowly over the next few years.  
SA: Revising USP and will send out Call soon; plans to meet with Lee Peters in November and will talk about student employees and Spring Fling.  
Warren: coffin deadline on Monday the 23\textsuperscript{rd} of Oct.; committee will meet on Nov., 14\textsuperscript{th}  
Email to do list: what needs to be covered in college meetings first or second week. To be sent along with list of benefits.  
Ying to send updated call letter-Lydia Anne/Lydia Email to do list to Week of Oct. 23 | 4. Paul, Jon, and Seth will craft additional language for next meeting |
<table>
<thead>
<tr>
<th>Time</th>
<th>Name</th>
<th>Action</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:40</td>
<td>Deb Kidder</td>
<td>Adjourn</td>
<td>Senators with Benefits list; upload to Blackboard ASAP</td>
</tr>
</tbody>
</table>