

KANSAS WESLEYAN UNIVERSITY
Institutional Direction Committee Meeting
December 6, 2019

IDC is under the expectation of keeping confidentiality about necessary candid conversations to carry out the charge for this committee.

Minutes

Present: Dr. Matt Thompson (Chair), Dr. Bill Backlin, CFO Rhonda Bethe, Dr. Dorothy Hanna, Dr. Paul Hedlund, Dr. Steve Hoekstra, Dir. Janeane Houchin, Dr. Damon Kraft, Head Coach Anthony Monson, Prof. Barbara Marshall Nickell, Dir. Bryan McCullar, Dir. Ken Oliver, Dr. Melanie Overton, Dr. Kristy Rodriguez, EAP Jan Shirk, Dir. John Swagerty, VP Bridget Weiser, and AD Steve Wilson.

Absent:

Call to Order: Dr. Thompson called the meeting to order at 3:32 pm and Dr. Overton offered the opening prayer.

Minutes: The Nov. 13 minutes were approved.

Academic Program Prioritization Discussion.

Shared the email update from MRT to faculty 12/3

Goal is to meet on Jan. 13, then to IDC on Jan. 17 to form formal recs, back to IDC on Jan. 27.

Itemized breakdown: some general numbers can be provided for faculty meeting, but not salary info

How is the process going organizationally? MRT: expected challenges; push out other ideas and best recs; will cont to be hard for large group to come forward with a cohesive set of recs; but that is our charge;

Administrative cuts last spring was managed by PC;

Getting together in divisions: all the recs are on the table; need to collectively work to come up with \$200K in savings and grow enrollment; there is still costs involved in the changes that could result in savings; total WE budget is \$15K --- a high impact practice; if built into faculty load there would be some services;

Cost savings: reduce overload, restructure class scheduling to make it viable for more enrollment ---- efficiencies

New recruits: Barbara asked for more information coming for contacting them; are there less visits with faculty this fall?

Dorothy's update from called BOT meeting:

What does the board see as their role in the process? Ultimate authority, but relying on admin and fac to come up with recs. Board is still focused on action at Feb. meeting.

There will be some recs coming forward about other depts.; more about load and equity

We have to keep this collegial for the overall health of the inst.

It's about: What can we sustain? What does the market dictate?

In shared governance it means both involvement and taking responsibility

Flat is the new growth ---- we need to move away from that mentality; get out of the survival mentality

Need growth mentality as a leadership group to capture the market

We need to use the summer to generate revenue --- but do this carefully and selectively

We need to assess how our forms can be better at allowing for swift changes, too antiquated; has to be a balance, to be prudent in how we make changes in curriculum, prefixes. Going back to a short form is not right decision – allows for too many quick changes by too few people

Have to be alert in the process to keep up with changes: don't talk to Eisenhower students about honors program

Adjourn: 4:04 pm

Cut: Any current students in programs on this list will be taught out.

- All stand-alone Liberal Studies courses (courses must also exist within a major)
- Gallery management position
- Speech degree (relabel 3 courses as Communication)
- Honors program
- IDS program
- Music General degree
- Sociology (minor only) – ¼ time release for Institutional Research role
- Psychological Services degree options
- Piano Studies program
- Speech/Theatre Education degree
- Wesleyan Journey budget (50% reduction)

Combine

-
-
- Art and Design degrees; 4 to 3-credit hours: IDC discussed the need to have an option for more students to take the art classes – in 3-credit hours, possibly having 1-hour labs, the need to re-think scheduling classes with possible 7:30am-4pm block, and whether the pre-requisites should be reduced for the art classes. The current model has been tried and is not working; it is time to stop and rethink how to better meet the needs of our students. Prof. Nickell will meet with Prof. Ward about this topic.
- Computer Studies with Math/Physics OR Business: IDC discussed this option, including the possible benefit of facilitating collaboration and avoiding tunnel vision, whether the blending would change the nature of both departments or be a healthy benefit, and the need to have a person who can teach programming. Consensus was to take this one off the combine list and add it to the realignment list for now. Dr. Thompson asked DC members to get feedback from faculty and come back to the next IDC meeting for a collective conversation.
- Music Theatre and Theatre degrees: Conversations now underway about realignment.
- Philosophy and Christian Leadership (minor only) with oversight of Wesleyan Experience, Wesleyan Heritage, Wesleyan Journey, and Campus Serve.

Realignment

-
-
- Academic Departments and Academic Divisions – significantly reduce and realign.
- Art and Design courses back to 3-credit hours and fit within the regular schedule of the academic day.
- History – more service oriented offerings (more courses in Liberal Studies): We are teaching a wide variety of courses when fewer are needed, ending up with classes with very few students. A tighter list of courses is needed, to be a bit more prescriptive (outside of History Ed).

- Liberal Studies review within current structure: We need to bring down the number of courses. Dr. Kraft has the lead on this conversation moving forward.
- Overloads – create a 3-credit hour cap per instructor per semester: This is at the Provost’s discretion. Directed study or internships are not included in this as they are outside the actual courses. We should be working to curb the number of directed studies. In the revitalized programs there have been more requests for directed studies. Teacher Ed is not supposed to outsource clinical practice or methods courses. Fixing the overloads is about serving students. There should never be two faculty in the same area where one is in overload and one is struggling to reach load. Our aim is to get the faculty energy and resources to the right places and this will likely be a year’s process. This conversation will happen at the same time as we are reviewing the Wesleyan Journey program
- Statistics courses to Math/Physics department: Dr. Hoekstra reported that the departments are in conversation to determine the feasibility for this. Dr. Hedlund offered that if it is the will of the group to make this change and the support and technology is there for it, the Business department is open to it – they will just need to have further discussion on what the changes will mean.
- **Computer Studies with Math/Physics OR Business:** After IDC discussion, this item was added to the realignment category for now.

Grow Faculty – as we have additional resources

-
-
- Criminal Justice degree
- Exercise Science degree: This program does not have the student numbers expected. We need to put more resources into growing this program.
- **Business:** Following IDC discussion about growing the Business program, reducing the class sizes and establishing a university policy on advising caps to better smooth out the needs and challenges, the Business program was added to this category.

Marketing Emphasis – focus academic recruitment on

- **Business:** This was moved to the Grow-add more faculty category.
- Education: Everyone now has to be certified in the science or reading (dyslexia) for K-12; utilize this for Education marketing – by 2021 grads; maybe we can share with KICA group.
- Fine Arts
- Nursing
- Social Work
- **Criminal Justice:** The Criminal Justice program was added to this category too.

Rationale: We are targeting these areas because of community need, our capacity for growth, and to recruit more Thrive students. This is where we are going to spend our dollars. It provides a clarity as an institution of where we are focusing our academic recruitment. Recruiters need to know these areas deeply; sit in on classes.

Metrics Development

- Clarify measurements within 1 year and 2 years for next APP review process: IARC is already talking about this. Academic program reviews are now the norm in higher education.
- Align departmental/program annual reviews to collect and analyze program viability metrics: IARC is working on this, being intentional in the process.

Next Steps:

- The recommendations coming out of IDC today that affect the faculty members (without the two staff positions: gallery or piano) will be shared with faculty at the Nov.18 faculty meeting. Faculty will have the rest of the week to provide feedback to their division chair.

- DC members will get feedback from faculty on the *Computer Studies with Math/Physics OR Business* and come back to the next IDC meeting for a collective conversation.
- Further discussion is needed for the functional definition of a division and of a department.
- Divisional Council needs to have a discussion about standardizing prefixes.

Next IDC Meeting: The next IDC meeting is Friday, Dec. 6 at 3:30-4:30pm in Backstrom Conference Room.

Adjournment: Dr. Thompson adjourned the meeting at 4:16pm.

Submitted by:
Jan Shirk
EAP and Meeting Recorder