



SCHOOL OF EDUCATION

**Faculty Meeting Minutes
Friday, November 9, 2018
10:00 am – Noon
Auditorium**

****What follows is a summary of events****

Dean Watson opened the faculty meeting by thanking faculty for their attendance and reviewing the agenda. Dean Watson welcomed our new faculty, and recognized Dr. Gretchen Butera as the recipient of the Otting Chair for her work in Special Education, presenting her with an award. He also informed faculty of upcoming events, which include the Winter Holiday celebration and Convocation in December. There will also be upcoming meetings for faculty and staff in the Spring to get input relating to our strategic planning.

Dean Watson discussed his personal philosophy, which centers on transparency and developing a culture of care. He also discussed his leadership philosophy, which includes listening, and striving to help people feel empowered to make decisions. He believes in thinking positively and wants to help find solutions to pressing problems. He considers himself first among equals, still viewing himself first, and foremost, as a faculty member. He believes that we need to lean into conversations and have courageous dialogue around difficult decisions.

The challenges and opportunities on which Dean Watson will focus on this year include: finding a distinctive identity for the School of Education, since we are a single entity. This will help enrollment and increase our ability to attract top students and faculty. He also aims to enhance and support students and cultivate faculty by encouraging collaboration across departments, and to forge strong partnerships with local schools, national agencies and international universities. He will also focus on growing the financial resources of the school. This is an area where he has expertise. He advised faculty that we will all need to think out of the box. Dean Watson also plans to advance our commitment to diversity.

Leadership Updates

Office of Teacher Education. Jill Shedd, Assistant Dean of Teacher Education, provided faculty with updates relating to teacher education. She noted that on the Teacher Education website is a “Portrait of Teacher Education” which has a lot of data for faculty who may be interested in this information. J. Shedd also reviewed teacher education enrollment numbers and noted that the jump in enrollment in 2016 is due to a change in the enrollment process to comply with a request from the University. Recruitment initiatives include outreach to Indiana high schools, particularly those in rural areas, and those with historically low enrollments, as indicated by the Office of Admissions. We are refining and marketing a BS/MS collaboration with the College Of Arts and Science in the areas of mathematics and the sciences, which will help us to meet increased demand from teachers in these areas. We are also finalizing the development of a new, non-teaching undergraduate major, which highlights studies in counseling and student

services. In addition, we are working to revise our T2T program to make it a hybrid program and therefore more accessible to those who already have a degree but would like to become certified teachers.

Retention is another major effort of the Office of Teacher Education. This is year 1 of a pilot of a Mentor Collective, which is a voluntary program where upperclassmen provide support for new freshmen. This Fall the goals for this program in terms of mentor and mentee numbers have been surpassed. The Office is also working on new academic advising initiatives including a student teacher send-off celebration. In addition, there will be a professional development series for aspiring teachers.

In regards to the school-community partnership efforts, each semester, we meet with the human resource directors at 18 different school corporations to learn about current trends relating to the preparation and employment of new teachers. We are in the second year of “networking nights” which are designed to help junior teacher candidates find a good match for a student teaching placement. Also, the state of Indiana has approved student residencies. We have piloted two, and are exploring additional partnerships.

J. Shedd went on to review some statistics on the impact of IUB graduates on the state of Indiana (see slide). We have graduates teaching in nearly every county in Indiana. J. Shedd closed by sharing themes from post-student teaching surveys (see slides). She closed by sharing the words of our teacher candidates regarding the importance of their field experiences.

Finances. Jeff Buszkiewicz, Financial Business Director, reviewed enrollment by credit hours over the past four years. Our undergraduate credit hours have dropped 9 percent. Our undergraduate and masters programs, which are critical revenue sources, have experienced a decline in enrollment, while our doctoral program enrollment has grown. Surprisingly, enrollment numbers have grown, but credit hours have dropped. J. Buszkiewicz also reviewed the various revenue sources and expenses. The bulk of our income comes from undergraduate tuition with about 42% coming from graduate tuition. Nearly all of our expenses are related to personnel. We give away about 30 percent of our graduate tuition income in fee remission and health insurance to graduate students. This year is the first year we are budgeting an operating deficit and it will be the first year that we end the year at a deficit. Surpluses are important to have at the end of the year because our end-of-year surpluses fund faculty research, faculty travel, special events and sponsorships, and special programs. A lot of financial aid funds also come from surpluses, as does money for renovations and technology upgrades. Once surpluses turn into deficits, our ability to take on these initiatives is hindered.

Development. Mary Dwyer, Executive Director of Development & Alumni Relations, informed faculty that the numbers presented on the slide are from September are somewhat outdated. We are now at \$30 million. Our goal is \$40 million and we estimate that we will reach that goal this fiscal year. In the short term, we would like to work on direct admit scholarships to help us be competitive in attracting the best and brightest undergraduate students. Last year we had a goal of 20% faculty participation in our faculty and staff fundraising campaign. We reached 21%, up from 12% the previous year.

Office of the Executive Associate Dean. Ginette Delandshere, Interim Executive Associate Dean, reviewed faculty numbers over the past five years, noting that our numbers have been stable over time. The percentage of faculty of color in each rank have grown, though it is troubling that we have a low percentage of assistant professors of color. This could have a

negative impact down the road. While our credit hour production is decreasing, our faculty are not. We also need to put effort into increasing diversity among our assistant professors.

Regarding space in the building, with many of our research centers coming back into the building, we are looking at better utilizing our space. The architects have noted that cubicles are a very inefficient use of space. We are looking to replace cubicles with workspace that is unassigned, accompanied by assigned lockers for personal belongings. Guidelines from the University are to provide more open space.

Discussion. Faculty from C&I commented that they provided input, as did their students, and the input doesn't seem to be reflected in the plans. Discussion ensued about the nature of the plans for shared space for students.

Office of Research and Development. Gayle Buck, Associate Dean of Research, noted that we have seen a trend of increases in research awards and reviewed slides illustrating awards by source. Our dollars from foundations and our federal dollars are increasing, but our state dollars are way down. Internal awards have been posted, along with deadlines. If you have any questions, let us know. We are happy to work individually with faculty interested in applying. R&D brownbag sessions have been well attended by faculty and doctoral students. If you have ideas for future topics, let us know. Some recent events include poster sessions for internal awards and for the SoE research centers.

Office of Graduate Studies. Sarah Lubienski, Associate Dean of Graduate Studies, reviewed a slide of student demographics. We have had an increase in our African American and Latinx students, but our international student numbers have been flat. There has been a large increase in some of our online programs, particularly the EdD in LCLE and in IST. S. Lubienski also reviewed our median time to degree compared to other units on campus, noting that we have a large number of PhD programs compared to others. Next week faculty will receive an email with an EdD and PhD checklist to help students make it through the milestones. Please look at this and use it to support your students. GEMS is a very useful tool for learning about fellowships, as well as information about criteria for fellowships and even a list of faculty advisees. Perhaps the GSO will do a training on GEMS for faculty. S. Lubienski raised the issue of a multiple article dissertation, which was discussed by faculty and the GSO last year. A conversation with people at the University Graduate School determined that this is already allowed according to the language in the bulletin. We have quite a bit of latitude here.

Marketing and Communications. Scott Witzke, Director of Marketing & Communications, informed faculty that the new web site has received a lot of positive feedback, but that a web site is always a work in progress. Please continue to explore the site and provide feedback about missing information or corrections needed. Faculty can submit news stories and upcoming events. Also, send Scott updates to personal profiles and your CV. Faculty profiles are important for attracting students, so please make sure this information is current. The Marketing and Communications Office is here to tell your stories, so please reach out and let us know about the stories you'd like us to share.

Review of Strategic Planning Process

Dean Watson closed the information portion of the meeting by thanking the administrative team that works diligently to keep the school running. He then reviewed the strategic planning process

and timeline (see slide). Please attend focus group sessions scheduled for you. If the timing doesn't work out, feel free to attend another session. Dean Watson thanked the Long-Range Planning Committee for their offer to help review the information gathered. We are in the process of putting together the ad hoc strategic planning committee, which will include a variety of stakeholders. Rob Kunzman has been very helpful. We are looking at data from the K-12 preliminary report. An online survey will go out in December. Please encourage students and your peers to participate. The ad hoc committee's largest commitment will be a two-day retreat on January 17 and 18 at the Memorial Union.

R. Kunzman explained the process for open, informal conversations that will constitute the remainder of this meeting. The purpose of these conversations is to provide the outside consulting firm with more contextual information about the goals, priorities, values and interests of our faculty regarding the school.

Dean Watson closed by encouraging faculty to take advantage of his office hours. He wants to hear from people. He noted that there are a lot of great things going on in the school, but we are not always aware of what our colleagues are doing. We would like to close that loop to make our school more collaborative overall. Please share your interests during the upcoming group conversations, as this information will build our priorities. From there, resources will follow, so please be engaged.

Faculty were dismissed to participate in open conversations for strategic planning in small groups.

Wrap-up, Q & A

R. Kunzman informed faculty that he will be pulling together the notes from today's conversations for both the leadership team here and the consulting group. Faculty expressed interest in understanding more about the role of the consulting firm, Clarion Group, in this process. Dean Watson informed faculty that Clarion Group are experts in strategic planning. Their clients include major AAUs, private colleges, comprehensive colleges, and businesses. Dean Watson has been through this process with two other major universities and emphasized the value of an outside firm with expertise in this area. Having an outside group lead the strategic planning process is extremely helpful in making sure the process doesn't get bogged down. It is a common approach for strategic planning at this level. Clarion has reports from the past several years and other documents to provide important context, but another critical component is understanding the values and priorities of current faculty. They will collect this data, share it back to you, get your feedback on it, and use this information to develop a strategic focus for the strategic planning process. At the end of the process, we will work with the ad hoc long range planning group and the Long Range Planning Committee to ensure we meet benchmarks for implementation. Dean Watson opened the floor to questions. There were no questions.

Dean Watson adjourn the meeting, inviting faculty to lunch on the 2nd floor balcony.