Academic Assembly
March 12, 2018
2:05 – 3:35pm, STCN 130

MINUTES

Present: Rick Block, Pat Buchsel, Brooke Coleman, Mark Cohan, Marc Cohen, Miles Coleman, Carlos de Mello e Souza, Allison Gibbons, Leticia Guardiola-Saenz, Nalini Iyer, Kathleen La Voy, Chuck Lawrence, Agnieszka Miguel, Michael Ng, Katie Oliveras, Erik Olsen, Steve Palazzo, Tracey Pepper, Frank Shih, Colette Taylor, Travis Tweet

Minutes taken by Rosa Hughes

I. Review 2-26-18 Minutes
   A. Unclear on how absentee votes are cast, should look to clarify this in the future
   B. Approve 10, oppose 0, abstain 2
II. Review 2-12-18 Minutes
   A. Approve 12, oppose 0, abstain 1
III. Online Programs Discussion (*Marilyn Crone, Bob Dullea, Joe Phillips*)
   A. Overview
      1. The university's academic strategic action plan 2013-2018 called for development of online and hybrid programs
      2. Three possible approaches
         a. Use in-house resources and expertise
         b. Hire vendors in a fee for service model
         c. Partner with full service OPM for resources and expertise
   B. Process
      1. Contacted by Online Program Managers (OPMs) and engaged with Academic Partnerships and Pearson in late 2016, began meetings
      2. Developed committee to send RFP to seek services of OPMs with goal to: strategically expand access to SU, increase enrollment and retention, grow revenue
      3. Released RFP to five firms with September 2017 deadline, three of five responded, campus forums in fall
   C. Committee recommendation
      1. Committee agreed to focus on Everspring after reviewing
      2. Gross tuition revenue to SU: over 10 years projected at $50M+ (share to SU)
      3. Negotiate agreement with Everspring to launch fully online graduate programs in Albers
      4. Hope to launch MBA and MSBA to WQ19 and consider MPAC and MSF as early as WQ20 (525-950 students at scale)
      1. In voting last week, Albers faculty strongly supported initiative
   D. Everspring
      1. Focus on academic quality and program differentiation
      2. Preference of Albers faculty expected to be engaged in initial program launches
      3. Strong commitment to student experience and success
   E. Contract terms currently under negotiation
      1. Division of labor
         a. Everspring will jointly plan program design with faculty and CDLI to ensure differentiation and quality

      b. Everspring and SU will work together to ensure the program design is clearly communicated in marketing

      c. CDLI instructional designers will design and develop courses with SU faculty

      d. SU will likely continue to use Canvas

      e. Market research, marketing, lead generation, student recruitment, application package completion, technical support and orientation, success coordinators

      f. SU faculty will develop and teach courses, instructors typically tenured, or adjuncts teaching under tenured faculty

      g. Courses refreshed by SU faculty

      h. Departments set admission standards and make admission decisions within five days of completed applications

      i. SU handles all registration, billing, financial aid, payment plans, collection of tuition and fees

2. Initial projections (by Everspring)

      a. Net contribution to SU over 10 years: $26M+

      b. Program enrollments could approach 1,000 within five years of launch

F. Discussion

1. Clarification of details

      a. Student satisfaction feedback – numbers were high from current and graduated students at schools partnering with Everspring

      b. Faculty workload – governance of curriculum and online courses are part of normal workload, not usually overloaded

      c. Auxiliary support services – our graduate students don't incur much of our current support services; highest is library, but typically online engagement

      d. Programs will go through normal curriculum approval process, including at AcA

      e. Faculty will receive $5,000 to develop course, $2,500 to refresh every three years

2. Process

      a. Deeply disappointed to see this presentation at AcA this late in the contract negotiation process

      b. Choosing a vendor is inextricably bound with launching a series of new programs, affecting academic governance and culture issues

      c. Per AcA bylaws and faculty handbook chart of authorizations, AcA should be included in this process, not just through a representation on a committee, but through direct presentations at AcA meetings

      d. We could have a possible situation where the programs proposed under the new contract are not approved

      e. Larger question about our approach to shared governance – not just academic programs, but structural changes that contribute to the academic culture of the university

      f. AcA will be able to offer approval once the programs are proposed

      g. The concern is not the program or contract itself, but the process by which it is decided

      h. An outside vendor is a fundamental transformation of academic delivery and AcA should have been kept abreast of the contract development

3. Contract

      a. Nothing in the contact will preclude our existing program approval process

        b. If other units on campus are interested in delivering online content, they do not need to be under this contract – Everspring has no right to other programs on campus, this would be explicit in contract

        c. Some campuses do use multiple OPMs – can have issues, but possible

        d. The hope is to use the additional revenue from partnering with OPM to build human resources (student support wraparound services) over time

4. Enrollment
   a. Many overly optimistic enrollment projections with programs over the years from across campus
   b. Cost-sharing means that Everspring has cost incentive for success in enrollment
   c. They are paying for all marketing – social media marketing is the major cost
   d. They have the experience in the market that demonstrates admission criteria and enrollment correlation

5. Albers
   a. The Albers accrediting body has a requirement for tenure track percentage teaching within the college, will follow these same guidelines in online program development
   b. Same course cap online as on campus
   c. Consideration of how to move forward to promotion and tenure – courses should be on load, evaluations at same level of face to face, internal college structure for recognizing extra service and workload, no evidence that it would hinder ability to promote or tenure

6. Students
   a. Graduate students sometimes have to take quarters off due to non-traditional work and life schedules, important to switch back and forth between online and in person
   b. Would be handled on a case by case basis
   c. Don't want complete fluidity, but possible if necessary

7. Workload
   a. Courses will be offered on our standard 10 week quarter (not semesters or other time formats)
   b. Teaching workload can sometimes be much more than for an online course
   c. Faculty teaching online classes do not say that it is more work than in person
   d. CDLI can always help with course design issues that arise

8. Albers faculty vote
   a. 90% approval with 85% participation rate
   b. Discussion was focused on the mechanics of implementation

IV. Motion on Action on Approved Motions
   A. "Whereas it is important that AcA be able to conduct its work without undue bureaucratic delay, I move that when motions are approved in the presence of a quorum, the motion be concerned immediately in force."
      1. Discussion
         a. Amendment to correct the text (switch "be concerned" to "concerned be")
         b. Amendment to remove "undue"
      2. Vote on amended motion
         a. 16 approve, 1 abstain, 0 oppose

V. Provost Award Selection Committee
   A. Two appointments needed, five nominees
   B. Vote by paper ballot
      1. 28 votes (2 per ballot, 14 ballots)

    2. Dean Diavatopoulos 5, Erin Vernon 10, Gabriel Saucedo 4, Eunice Rhee 7, Peter Brous 2
    3. Appointees are Erin Vernon and Eunice Rhee

VI. Minimum Requirements for College/School Level Governance
  A. Proposed
    1. Any faculty can bring forth issues that affect the college/school
    2. Processes for complaints (peer)
    3. Regular meeting of representatives
    4. Running of AcA representative elections
    5. Review of Performance Evaluation process
  B. Subcommittee formation and charge
    1. Erik Olsen, Nalini Iyer, Colette Taylor, Terri Clark, Frank Shih
    2. Develop a motion for the minimum requirements, to present to Deans and Provost
    3. Present a final motion by the end of spring
  C. Faculty Staff Senate (FSS) in Arts and Sciences was recently formed and has a lot of learning and tools to offer, committee will invite Chris Paul (FSS President) to advise
  D. Frame in a positive way to support colleges in need

VII. Agenda of Collaboration with the New Provost
  A. Top priorities
    1. Seat on Cabinet
    2. More focus on the budget, including disaggregate financial statements and multi-year budgeting
    3. Shared governance
    4. Communication and transparency between faculty and administration
  B. Start off on strengths-based approach (ask, "What are your first five priorities and how can we collaborate on these?")
  C. AcA also needs to focus its own work and strategic plan