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Planning Committee

Campus Governance

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2-11-2014

## Planning minutes 02/11/2014

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**Planning Committee Minutes**  
Tuesday, 2/11/2014  
11:00 a.m., Moccasin Flower Room

Attendees: Arne Kildegaard, Jon Anderson, Jim Barbour, Michael Eble, Julie Eckerle, Jim Hall, Jane Kill, Sarah Mattson, Lowell Rasmussen, Jordan Wentz

Absent: Jayce Koester

Guest: Bart Finzel, Vice Chancellor for Academic Affairs and Dean

**Introductions / announcements**

February 25, 2014 meeting is cancelled.

Planning Committee please take a final look at the Strategic Plan document that we have been working on and add final comments. The chair would like to issue this report publicly March 4, 2014.

Strategy for 2100 student enrollment target – we will need discuss at our late March and April meetings and invite people to attend to respond to this goal. Review the minutes from the September 3 meeting with regard to guidance on this goal.

**Strategic Plan**

Dean Finzel responded to the questions submitted to him from the Planning Committee regarding the Strategic Plan review that the committee has been doing.

The strategic plan calls for:

*Goal: Institute a more rigorous system for aligning and allocating faculty and staff with U needs and student body size. Regularly compile and analyze class sizes and student faculty ratios in all disciplines to ensure efficiency and effectiveness and use this data to define priorities in hiring new faculty and staff. Support small class sizes by limiting classes with 50+ students to 5% of total course offerings.*

How is the number and alignment of faculty positions determined? Dean Finzel stated that there are a number of ways that the number of faculty positions is determined, via discussions with the Vice Chancellor's Group and the Division Chairs, consideration of enrollment numbers, and administration efforts to, for example, try to reduce number of classes with less than five people.

We are doing our best to limiting classes with 50+ students, but some disciplines prefer to continue this practice.

Should the committee continue this as a goal? Where did this metric come from? Was it the US News and World Report? The Planning Committee tries not to address academic issues. Who should take up this issue? Curriculum Committee? Bart's response was that typically this is a discussion with Division Chairs. Julie Eckerle asked if this has impact on our resources, such as

classrooms, etc? Dean Finzel said that we do have problems with space with classes of 20 – 25 students. Jordan Wentz did not see a particular problem with class size at this time.

The strategic plan calls for:

*Goal: Expect all students to participate in first-year and senior capstone experiences.*

Dean Finzel indicated that nearly every discipline has a senior capstone experience – small setting, intensive experience. Instituted IC requirement (2 and 4 credit options). Very resource intensive, but research indicates that these opportunities are very productive.

The strategic plan calls for:

*Goal: Achieve and maintain a student body of a) 2100 b) highly qualified students, and c) more diversity in the mix. And d) Increase student from outside Minnesota from 13-25%.*

Dean Finzel addressed questions of enrollment, noting that enrollment is not the responsibility of the Dean, but rather the Director of Admissions. The Dean noted that there is a relationship between recruitment efforts and merit aid. He stated that our out-of-state enrollment is anemic, and has not changed over the past years. He is interested in determining how we can recruit more students from South Dakota as we are their best option. The Dean indicated that he has shared this view with the Director of Admissions.

The strategic plan calls for:

*Goal: Maintain at least 85% tenure track positions.*

Dean Finzel addressed the plan directive to maintain 85% Tenure Track positions. In 2008-09 we were at 72%, today we are at 62%, according to Kildegaard. Dean Finzel responded that when he took the Dean's position in fall 2011 there were 93 tenure track faculty. By spring 2012 there were 87. He has pitched a plan to bring that number to 85% (by 2019) to the VC Group, which has approved it.

Dean Finzel provided the following summary:

*For the sake of presentation (these are numbers the campus must agree on!), let us assume the desired number of students is 1875, and the desired number of faculty for 1875 students is 125 (15: 1 student/faculty ratio). Note that AAUP guidelines suggest that 85% of all instruction should be undertaken by those in tenure/tenure-track positions. Ignoring sabbaticals and leaves, this suggests a minimum of 106 TT positions.*

*Further assuming that 8 successful tenure line searches per year are undertaken for the next several years and that we realize attrition of 6 faculty members p/year (our eight year average is 6.6), it will take 6 more years to reach 106 TT positions.*

*Fall TT/tenure count*

2013: 94 2014: 96 2015: 98 2016: 100 2017: 102 2018: 104 2019: 106

*Leaves (sabbatical and SSL) decrease the number of TT/tenured teaching by approximately 11 each year (Most recent 5 year average = 9 sabbaticals, 4.6 ssl). Subtracting this number from the Fall TT/tenure count and assuming 125 FTE, the ratio of TT/tenured FTE to total FTE is currently only 67%. The plan allows this number to gradually increase to 75%. Again, AAUP guidelines suggest 85% of instruction should be done by TT/tenured faculty.*

Arne Kildegaard asked how we can retain faculty. Dean Finzel wonders if this rate of attrition normal for a campus our size? Bart doesn't think that it is. Hard to sustain recruitment above 8 or 10 positions per year because of the significant effort it takes to search for the incumbents, hire them, and help them achieve tenure. 85% is an AAUP guideline. Arne suggested that WLA and ESL has bumped up the number of non-tenure track. Dean Finzel stated that 15 students to 1 faculty member ratio is UMM's goal.

In light of the fact that a larger-than-ideal share of temporary faculty will be a fact of life for the next several years, Arne Kildegaard asked if temporary faculty search processes could be streamlined -- for example, letting the choice of which applicant to hire be solely at the discretion of the Division Chair? Dean Finzel stated that to reduce the burden of temporary searches he has created 2- and 3-year positions for temporaries. This may also make it possible for temporary faculty to share in the advising load.

Julie Eckerle asked if faculty retention is above or below average. We know that there are salary concerns, location concerns, and spousal employment issues. We need to consider these issues too. In Humanities, there is a morale issue. Dean Finzel stated that the 2.5% salary increase that UMM has provided on an annual basis is above average. The national average is more like 1.5%. He went on to explain that UMM administration identified an additional 1.5% (in re-allocations) to address equity issues in the past few years and we have established a minimum salary requirement for tenure track faculty. We are making progress.

Next meeting will be Tuesday, February 18, 2014, Moccasin Flower Room.

Meeting adjourned at 11:50 a.m.