

Provost's Council
July 28, 2016
2:00 p.m. – 4:00 p.m.
Assembly Room, JPL 4.04.22

AGENDA

UPDATES:

GSU VISIT

On June 20, 2016, Dr. Agrawal, along with Drs. JoAnn Browning, Tammy Wyatt and Lisa Montoya, visited Georgia State University to meet with their student success team to review their model on improving student success. Georgia State has a similar profile as UTSA in that it is a university located in an urban setting where 55% of their students are minority. In addition, GSU has been a best practices model for student success, specifically increasing graduation rates (from the low 30% to low 50% in 8 years) for many years. Georgia State has been using the Education Advisory Board's data analytics tools, tracking around 800 data points to predict student success. Last year, we signed a contract with EAB to use one of their tools called "Campus." The UTSA team has been working with EAB to input data and we have been piloting a small group of advisors and students before going live in the spring. In addition, this summer we signed on with EAB to utilize another tool, called "Guide." Again, the UTSA team will work with EAB to develop the platform for the new system. Hopefully, by fall 2017, we will be able to begin that pilot.

CONTEX OFFICE

Last spring, UT System signed an agreement with CONACYT (Mexico's equivalent of the NSF), to further collaborations with all UT System institutions in academic and research programs. Since then, UTSA has been chosen to be the main hub to coordinate all of the activities surrounding this agreement. The office will be called ConTex (combination of CONACYT and Texas). René Zenteno, Vice Provost for International Initiatives, will oversee the office. ConTex will include student exchange programs and collaborations between universities here in Texas and Mexico. All students will be processed through the ConTex office, even if they are going to attend another UT System school and will receive their degrees from the respective UT System institution. It is a large endeavor with great benefits to both countries.

FALL ENROLLMENT

- Undergraduate: we have approximately 500 more students admitted at this point than last year. We need to increase our enrollment and continue to retain our own students. If we were to add 100 more students that would equate to approximately \$1 million in funds to the university, keeping in mind that 65% of the funds are fee related.
- Graduate School: for doctoral programs, the enrollment is about the same as it was last year. Dr. Agbenyiga mentioned that the last deadline for master's students to apply and

enroll in for fall 2016 was July 15th. She also stated that her office is working with the students and the colleges to get them enrolled in classes this fall. She further stated that the colleges are noticing a 2% drop in master's and doctoral students and will be working to determine why these students are stopping out.

- Summer School: there was a concerted effort to bolster enrollment for summer 2016. The total numbers are not in yet, but it seems that we are up 10% - 11% in SCH over summer 2015. This is important as this is our base year for the upcoming legislative session. They will use summer 2016, fall 2016 and spring 2017 enrollment figures to determine our budget allocation.

PROPOSED ADMINISTRATIVE CHANGES

- Dr. Jesse Zapata, Sr. Vice Provost for Academic and Faculty Support, will be adding faculty reviews (3rd year review, promotion and tenure, CPE and Emeritus) to his duties. Although Debbie Howard-Rappaport will no longer oversee this process, Sarah Soulek, from the Office of the Provost, will continue to assist, along with Vicki Weber and Judith Quiroz from Dr. Zapata's office.
- The oversight of the Downtown Campus will move from Dr. Zapata to vice presidential oversight as the campus is evolving into a meeting place for conferences, extended education, as well as being the home to 2 colleges (CACP and COPP) and 3 departments within COEHD.
- Dr. Tammy Wyatt, currently associate dean for University College, will be taking on new role as Associate Vice Provost for Student Success, reporting to Dr. Agrawal beginning September 1, 2016. She will continue to oversee the First Year Experience and Advising, but will also work on other student success projects.
 - With this move, the University College will need a new associate dean to oversee the other areas that reported to Dr. Wyatt. Dr. Agrawal has asked for the deans to consider who would be a good replacement and to send suggestions to him or Dr. Larry Williams, Vice Provost and Dean, University College.
- Lisa Firmin is working on a proposal for a new role to coordinate the veteran and military affairs at UTSA. In addition, as part of this reorganization, Dr. Agrawal is considering moving the Top Scholars program to the Honors College as all of the students in the program are Honors College students.
- The Honors College will undergo an external review this fall as the last review was about 5 years ago. In addition, Dr. Kelly and Dr. Agrawal are considering moving the scholarship programs (i.e., Terry Scholars, Archer Fellows) from the Honors College to University College. This would be a better fit as these scholarships are open to all students, not just Honors students.
- Terry Wilson, former Assistant Provost for Academic Budgets, has returned to the office on a part-time basis while Dr. Agrawal reworks the job duties and searches for a permanent replacement. Dr. Agrawal stated that he's looking for someone who understands the academic/university budgets, but can also think outside the box for ways to increase our revenue. He stated that any suggestions should be sent to him, via Debbie.

BUDGET OUTLOOK

Dr. Agrawal stated that the budget outlook is not promising. UT System is currently engaged in a budget reduction process but so far they are not asking the university's to engage in a similar exercise. In addition, UT System has said the only institutions that will be receiving PUF funds are the two new medical schools. This means that we will not receive any funding from System for a new building in the foreseeable future. Further, since 2017 is a legislative year, the State may ask everyone to go through a budget exercise—more information will be forthcoming.

Dr. Agrawal did mention that when the new fiscal year begins in September, he will have some discretionary funds. But, he cautioned that everyone should live within their own budgets. In addition, he mentioned that the travel budget for faculty is about \$110,000 and that VP for Business Affairs, Kathy Funk-Baxter, will give an additional \$200,000 to Academic Affairs in order to increase the travel budgets. The allocations will be distributed to each college based on the amount of faculty in each area at the beginning of the new fiscal year.

BLUEPRINT 2020

The strategic plan, Blueprint 2020 is now complete with 24 strategies defined. Dr. Romo and CMO have identified 10 strategies to begin implementing that VPAA will either take the lead on or be an active participant. More information will be forthcoming once the leads for the strategies have been confirmed.

Dr. Agrawal mentioned that one aspect of the plan that needs reviewing is the university's current budget model. The university has a \$500 million budget, of which academic affairs receives about \$166 million. However, in order for VPAA to add monies to its budget under the current model, we have to ask for additional monies or sweep monies from the colleges and then reallocate it. It's possible that we may need an outside company to come in to review our structure and make recommendations for a better model so that we can be efficient and meet the needs of the colleges.

CAMPUS CARRY

Dr. Agrawal mentioned that Campus Carry will become effective August 1, 2016. He stated that Dr. Romo recently revised the Campus Carry exclusion policy to include private offices. If you are the sole occupant of an office, and elect to deem your office an exclusion zone, you will have to verbally inform people when they enter your office that guns are not permissible. Dr. Agrawal cautioned that a student group has already challenged this provision with the Attorney General, so we may be asked to remove this exclusion from our list.

FACULTY SURVEY

Dr. Agrawal asked Emily Bonner, chair of the Faculty Senate, and Heather Shipley, chair of the Department Chair's Council, to conduct surveys on faculty concerns. Dr. Agrawal handed out the results of both surveys to the deans for their information.

DISCUSSION AND ACTION ITEMS:

MEETING FREQUENCY

Dr. Agrawal informed the deans and vice provosts that due to all of the projects he will be overseeing this year, he will be unable to conduct monthly meetings with them. He would like to schedule the meetings on a bi-monthly basis; however, if a critical need arises, he will be willing to schedule a meeting or phone call.

STUDENT SUCCESS INITIATIVES

Dr. Agrawal distributed a hand-out of a diagram of the student success model, based on the model used by Georgia State, which includes utilizing data analytics. Based on the data, advisors and faculty will be able to intervene to ensure our students are succeeding. In addition, he plans to create task forces to oversee five critical areas:

- Onboarding: includes pre-freshman, the murky middle and a summer academy.
- FYE: includes freshmen blocks, meta-majors, AIS, advising, and common math.
- Academic Support: includes supplemental instruction and tutoring
- Financial Aid: proactive approach
- Leadership and Professional Preparation: includes general career skills, major-specific skills, peers, faculty and college.

Dr. Agrawal stated that our graduation rate numbers are not moving fast enough. He went on to state that we have a lot of people working on various initiatives such as the GRIP, but that we need to review everything we are doing to ensure that we are all working together. In addition, we may need to pare down some of the programs that are inefficient or only touch a few students. He used the analogy of rocks versus pebbles and that we need to put our resources towards the rocks.

Dr. Agrawal reiterated that we will be using tools from the Education Advisory Board (Campus & Guide). Both of these tools are ones that Georgia State has been using for their student success initiatives. It will take time to get all of the data we need to track our students, but once in place we should see significant results. He further iterated that we need to take a proactive approach with our students and meet them where they stand. He gave an example that faculty should be testing students at the beginning of each semester to see if there are any deficiencies. Then if you recognize a deficiency, the faculty can send the student to tutoring, supplemental instruction, or to see an advisor. Dr. Agrawal also mentioned that he learned Georgia State did not receive new resources to implement their plans—they realigned the budgets, which is something that we may need to do too.

Dr. Agrawal mentioned that Dr. JoAnn Browning, Dean of the College of Engineering, is heading a task force to look at advising. He stated the group should be finalizing their report soon and will share it with the group as soon as it's completed.

ONLINE PROGRAMS

Dr. Gerry Sanders, Dean of the College of Business, is currently leading a task force to identify stand-alone masters programs that would be successful as online degree programs. Dr. Agrawal mentioned that he, Dr. Sanders and Terry Wilson will be traveling to UT Arlington to learn about their successful online programs. He stated that UT Arlington outsourced their online programs to Academic Partnerships, but it may not be the method we want to use as Academic Partnerships is very expensive. He further stated that UT System has developed an office to assist universities in creating online programs. In fact, we have a MOU with them to develop our cyber security degree as an online program. Dr. Agrawal stated that he knows there are a lot of details to work out, such as which programs do we offer online, how to pay faculty, etc. and he hopes that their trip to UT Arlington will be fruitful.

FACULTY RECRUITING

Dr. Agrawal discussed promoting diversity within the faculty recruiting process. He mentioned Chancellor McRaven's Quantum Leaps he developed for UT System and that Leap #4 is about implementing the "Rooney Rule" at the senior level positions. Although the Chancellor's Rooney Rule is aimed at senior level administrative positions, Dr. Agrawal wants to ensure that we are applying this at the faculty recruiting levels. In addition, he wants the deans and the chairs to ensure that the search committees are diverse.

Dr. Agrawal stated that Dr. Zapata and Lisa Firman have put together a report for each college and will be scheduling meetings with each dean to review the past years recruiting/hiring. Dr. Agrawal provided the break-down in faculty hiring for 2015-2016. He stated the gender and diversity are unbalanced. We hired 33% female faculty vs. 67% male. The ethnicity breakdown is as follows:

American Indian/Other:	1%	International:	6%
Asian:	17%	International:	6%
African-American:	4%	Not reported:	3%
Hispanic:	15%		

Dr. Agrawal also mentioned that Dr. Zapata and Lisa will be revising the Faculty Recruiting Manual to bolster the diversity section.

Dr. Agrawal mentioned that we will begin using the HR STARS system this year for tenure-track/tenured hires. We have been using this system for the nontenure-track hires, which seems to have worked very well. The added benefit to utilizing STARS is that HR will cover the cost of ads placed with *The Chronicle of Higher Education* and *Higher Education*. These changes will also require all faculty who plan to serve on a search committee to attend training.

GRADUATE SCHOOL

Dr. Agrawal stated that he plans to set up a small group to review the processes of graduate recruitment/enrollment to ensure that correct processes are in place and that the interface between the Graduate School and each college is working properly.

RETREAT (S) ITEMS

The following topics will be discussed at the upcoming retreats:

- Discuss the book “Who Moved My Cheese?” Dr. Agrawal would like everyone to bring 3 points they learned from the book.
- Metrics: Dr. Agrawal would like each dean and vice provost to consider 5 metrics that their respective areas should use to judge their performance.
- Issues brought forth by faculty and the chairs
- Developing a rhythm or cadence for moving the needle toward excellence. Dr. Agrawal mentioned that Chancellor McRaven has often spoke about the military having a battle rhythm.
- Student Success Initiatives.
- Instilling a student-focused culture.
- Downtown Campus.
- Meta-majors: something we may want to consider adding. They learned about this at Georgia State.
- Other items.