

## FACULTY SENATE BUDGET AND PLANNING COMMITTEE

April 18, 2024, MEETING

### Minutes

1. Approval of the agenda
2. Updates from PBAC/BDT (Roxanne)
3. Policy Manual
  - a. Policy manual. We are tasked with reviewing the policy manual with a DEI lens. Here's a link to our current policy manual.
    - i. Updates?
      1. Practices that your committee has been engaging in consistently that is not in your procedure manual that might need to be included or updated.
      2. Appointed committee members that are not included in your procedures (i.e. student, Provost or designee office, etc.).
      3. Responsibilities of the chair, Provost or designee office, and/or committee members need to be updated.
    - ii. A diversity Equity Lens
      1. *Equity* is the creation of opportunities for historically underrepresented populations to have equal access to and participate in educational programs that are capable of closing the achievement gaps in student success and completion. *AAUC (American Associations of Colleges and Universities)*
      2. *Equity* is defined as "the state, quality, or ideal of being just, impartial, and fair." The concept of equity is synonymous with fairness and justice. It is helpful to think of equity as not simply a desired state of affairs or a lofty value. To be achieved and sustained, equity needs to be thought of as a structural and systemic concept. [USC Center for Urban Education definition of equity](#).
    - iii.
4. New business/Concerns

#### Documents:

- Value Based Budgeting Workflow
- Value Based Budgeting F25 Spreadsheet

#### Documents for Reference:

- BPC Committee Charges 23-24.docx
- [BDT PBAC procedure draft 12.13.22 mcs edits\[30207\].doc](#)
- VBB Text Draft 10\_23\_2023 BDT version.pdf

## **Memo on reorganization:**

### **Academic College Reorganization**

#### **Purpose, Parameters, and Process**

DRAFT for Feedback, 3/26/2024

Central Washington University is at a pivotal moment where two possible futures could manifest. We could continue the trajectory of increasing our new freshman enrollment, as we have done over the last three years, and hopefully return to healthy new transfer enrollment, growing back to a total of 10,000-12,000 students. Or we could stagnate and become an institution of 8,000-9,000 students (or less).

In this moment, we have the opportunity to act in ways that may affect the future direction of the university. While no clear data can be offered that would demonstrate that better alignment of academic programs in colleges will lead to increased enrollment, anecdotal evidence does suggest that lack of clarity in our colleges leads to confusion on the part of parents and prospective students. Given that 46% of our students are first generation students, providing as much clarity as possible is in our best interest. Additionally, telling our story through marketing and communication efforts is hampered by lack of coherent alignment of academic programs, and fundraising is more challenging when our colleges are not clearly delineated.

If reorganizing our colleges may assist with realizing increased enrollment, we should take on this task to ensure a stronger future for the university.

Additionally, we have two major initiatives in front of us that cannot occur until we have defined our colleges: hiring of two academic deans (with interim deans in the sciences and in arts and humanities) and the revision of our college criteria for elevating equity in faculty promotion and tenure. If we move forward with those two initiatives now, we will lose the opportunity to reorganize our colleges (or we will have wasted an enormous amount of faculty time).

The purposes of a reorganization effort are fourfold:

- Increased opportunities for recruitment of new students
- Increased marketing and communication opportunities
- Elevation of fundraising efforts
- Building synergies across academic programs within a college

Additionally, given that Central Washington University has its historical roots in Teacher Education, which continues to be our largest programs, elevating Education should be a priority in this effort.

The reorganization effort would follow the same contours of our Vision, Mission, Values, and Strategic Plan conversation in terms of collaboration, inclusion of voices, transparency, and shared governance. The following parameters and process would guide the effort:

- No fewer than 3 and no more than 4 colleges; a stand-alone school is a possibility (Education is an example)
- Clearer alignment of academic programs (engineering with the sciences, for instance)
- Reorganization would include movement of entire departments at this time (after colleges are reorganized, we may want to discuss any shifting of academic programs)
- No academic programs and no tenure/tenure-track faculty lines will be eliminated as a result of this process

A committee to include the following would be constituted to guide this work and provide feedback to the Provost and President (SUGGESTED LIST FOR FEEDBACK):

- Provost, Chair of the Committee
- Associate Provost
- The current or past faculty senate chair
- A representative from United Faculty of Central
- One of the co-chairs of the Academic Department Chairs Organization
- Dean of the Library
- Dean of Undergraduate Studies
- An Advisor

Remembering that the organization of academic colleges is an administrative right, the committee is advisory and would guide the process. The final determination of academic college organization rests with the administration.

#### Suggested Process and Tentative Timeline

- Survey of Faculty as initial consultation of all faculty
  - Could be a simple survey asking for suggestions and ideas
  - Timeline: End of April
- College Reorganization Committee analyzes feedback
  - Task: Draft 2-4 proposed reorganization models
  - Timeline: Early May
- Survey and Townhalls of Faculty as second consultation of all faculty
  - Solicit Feedback on the 2-4 models
  - Timeline: Late May
- Committee analyzes feedback over the summer
  - Task: Develop 1-2 final proposed models, with President and Provost input

- Targeted Conversations with affected departments as final consultation of faculty
  - Timeline: Late September

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