



ASSEMBLY

UNIVERSITY OF ARKANSAS AT LITTLE ROCK

University Assembly Meeting

Friday, April 12, 2019

11:00 am

Donaghey Student Center, A/B/C

AGENDA

I. Call to order

Call to order at 11:07 a.m.

II. Review of minutes from September 7, 2018

Motion was made and seconded to approve the minutes.

Motion passes.

III. Old Business - none

IV. New Business

A. **FS_2019_7.** Faculty Senate (Legislation. Amendment to Article I of the Constitution of the Assembly of the University of Arkansas at Little Rock, 3/5 Majority vote at two consecutive Assembly meetings, second vote verbatim to the first vote. First vote.) Ottenheimer Library

Be it resolved that the Constitution of the Assembly of the University of Arkansas at Little Rock be modified to replace “Collections and Archives” with “Ottenheimer Library” throughout the document.

Commentary: This is a result of a re-reorganization that pulled Ottenheimer Library out of Collections and Archives and moved it under Academic Affairs.

Motion does not need a second.

Motion passes.

- V. Presentation of Awards and Letters of Recognition: At their March 29th meeting, the UA Little Rock Faculty Senate passed the following resolution:

Motion FS_2019_8. Commendations for the UA Little Rock Women's Soccer Team and Women's Basketball Team

Whereas the UA Little Rock Trojans Women's Soccer team won the Sun Belt Conference Tournament Championship for the first time in program history;
And Whereas the Trojans advanced to the NCAA Championship Tournament;
And Whereas the Trojans finished the season with a 13-5-4 record;
And Whereas Arola Aparicio Gili, Doro Greulich, Liesa Seifert, and Fanney Einarsdottir were named first team All-Sun Belt Conference selections;
And Whereas Jaelyn Purvine was named the Most Outstanding Performer at the 2018 Sun Belt Soccer Championship;

Be it resolved to commend the UA Little Rock Women's Soccer team with letters of distinction, and

Whereas the UA Little Rock Trojans Women's Basketball team won the Sun Belt Championship for the 10th time in 12 seasons;
And Whereas the Trojans advanced to the NCAA Championship Tournament for the sixth time;
And Whereas the Trojans finished the season with a 15-3 record in the Sun Belt Conference; **And Whereas** Kyra Collier and Raeyana DeGray were named to the Sun Belt All-Tournament team;
And Whereas Kyra Collier was named the Sun Belt Tournament Most Outstanding Player;

Be it further resolved to commend the UA Little Rock Women's Basketball team with letters of distinction, and

Be it further resolved to present these awards to both teams at the University Assembly meeting on April 12th.

VI. Reports

- A. Chancellor: Andrew Rogerson

Nolen recognizes Chancellor Rogerson

Rogerson: Our mission as a university is to “improve student live and enhance our communities.” Let me share with you that Last year we graduated 2062 students, including 384 masters degree students and 109 doctoral degree students. That is the contribution we are making to the city and reflects the amazing job you are all doing for our students.

I just want to provide a few updates. A lot of folks have asked about the Institutional Effectiveness Committee (IEC). It is alive and well and entering phase two. The IEC is chaired now by Brian Berry and Ann Bain. We held a cabinet retreat to review all 300 reports, focusing on those scoring low. None are slated for removal just on these reports, but we want to see where we need to do more investigation. We paid a lot of attention to the institutional level recommendations and priorities. The first is a strategic enrollment plan. We got much input from Charles Donaldson and Preston Slayden. We are restructuring Student Affairs in response. Academic planning is another priority for FY 2020. We are looking at centralizing some of our processes, such as in information technology. We aer also looking at printing operations and doing away with some of the expensive printers and copiers.

Enrollment remains our biggest challenge as a campus. We must turn this around. Thus, we are putting a lot of effort into reorganizing Student Affairs and the enrollment pipeline. Mark Poisel has a draft enrollment plan for campus comment. Daryl Rice has produced a draft retention plan. We will seek campus feedback about both. We plan to call for two campus committees on these issues.

We have restructured Student Affairs. The new org chart is not as hierarchical as it will work in reality. WE anticipate and expect more collaboration between these units. We have made some new hires to make this successful: a new assistant vice-chancellor for enrollment, Edie Stewart. She comes to us from the University of Cincinnati, and her role is admissions outreach. Another key player is Jeff Hartmann who will be marketing director. He will work with Communications and Student Affairs. He starts on Monday. We will also be hiring more recruiters and student transition staff.

Finally, want to talk about budget freeze. I’ve been very open about our budget situation. Our budget problem exists mainly because we are being looked at in terms of the University’s net position rather than the operating budget alone. This means that the Board is paying more attention to our infrastructure. Depreciation is at \$16 million a year for our campus, and so we have to budget for that. This is new for us, but we need to cover it now. We got through last year’s cut. This coming year we are expecting a gap of \$11.5 million that we will need to cover. I have asked the Board of Trustees for additional time to allow us to grow to cover this gap. On the operating side, we are coming in on target., but overall have a \$2 million gap to cover. Thus, we are putting in a freeze and slow down on spending state-sourced money. Grants and contracts will not be affected. Again I stress that this is a consequence of dropping enrollment. A new development is that we had an unexpected drop in the number of full-time students. We will be able to get through this though. If we can get some breathing space from the Board of Trustees we can grow our way out of this. Thank you for all you do.

B. Provost: Christy Drale (Interim)

Drale: In 1999, the sociologist Immanuel Wallerstein published a book called the *End of the World as We Know It*. When I read this, I knew he was making a claim about how we are transitioning from one world system to another. He makes three premises. First, historical systems, like all systems, have finite lives. His second premise is that small inputs have large outputs. And his third premise is that the modern world system has entered into a terminal crisis and is unlikely to exist in 50 years. We do not know if the new system will be better or worse.

Similarly, the world system of higher education is changing. Old ways of earning revenue have gone by the wayside. Enrollment patterns are no longer easily predicted. The non-traditional student market is a bigger part of the picture, and new competitors are moving in to serve that market. In some cases, this market consolidates into oligopoly. In others, the market continually fragments and realigns. Which way will higher education go? Probably a little of both. The implication is that we will have to get a lot more sophisticated in micro-marketing.

Moreover, the value of higher education has been called into question. We cannot take for granted a public trust in the value of higher education. We need to demonstrate this value in directly observable ways.

How should we prepare for this transition? We need to become well-versed in the changes that are occurring. We must question our assumptions. But don't throw out everything and start over. We need to distinguish between what has value and what merely is what we are used to doing. Second, we need to get up to speed on our understanding of our markets. Our campus's market is not traditional. They are not sold on the value of higher education and are not committed to long term goals. Many want a wider variety of credentials and want higher education that is unbundled. We need to be more creative in how we stack and organize credentials, and we need to expand extended education options (i.e. Just in Time education). Third, we need to pay attention to the quality of the educational experiences we provide, e.g. high impact experiences. We need to demonstrate that we are providing quality across the board, and so need assessment to be integrated into our way of doing things. This is not just expected by accreditors but also by the public at large. Fourth, we need to recognize that our roles as educators have to evolve. Students can access information from anywhere (free-range education). Our role needs to include helping students connect the dots and get a deeper understanding of the information they have. In Susan Brennan's recent remarks, she asked us to consider what things to leave to chance. Finally, if we are going to strive for better, we need to be rational and collaborative. We cannot afford to be disengaged. We need a collaborative ecosystem where we make use of everyone's expertise. This will be difficult in a competitive environment. While this may be the end of the educational world, it is not the end of education. Things will look different and we will have to adapt. But let's not give up on the quest for better. Thank you.

C. Staff Senate President: Angelita Faller

Faller: It has been my honor to serve as Staff Senate President this year. We have a group of

really hard working people, such as Paula Rogers. In spite of being hurt, she followed through on our Fall Open House event. We were able to give gift baskets to ninety employees and students. More than sixty of you gave blood at our annual blood drive. Tomorrow a Staff Senate team will participate in the Walk Through Darkness suicide prevention walk.

In addition, we have worked with Human Resources this year to address concerns about the evaluation process for non-classified staff. We are in the process of developing a book club. And we are working on a social committee and on a recognition committee to honor outstanding staff work.

I also want to announce the finalists for the 2019 Staff Achievement awards:

--- Binn Prize for Service to UA Little Rock:

John Evans, Associate Director for Facilities and Events, Department of Athletics
Shannon Kardiak, Administrative Assistant, Department of Sociology and Anthropology
Michael Seamon, Assistant Director of Operations, Facilities Management

--- Personal Best Award

Ann Marie Lott, Interpreter, Disability Resource Center
Frida Rogers Mason, Information Technology Coordinator, Ottenheimer Library

--- Community Service Award:

Ashley Beaty, Interpreter, Disability Resource Center
Wanda Hooper, Assistant Dean for External Relations, Bowen School of Law
Kelly Rigby, Projects Coordinator, Bowen School of Law

Winners will be announced April 26

D. Student Government Association: Larry Dicus and Jonathan Nwosu

Nwosu: Good, afternoon, I am interim vice president of the Student Government Association this year. I am here with Larry Dicus, who is interim President of SGA. I want to update you on some of SGA's work this past year. At the end of fall semester, SGA hosted a student forum for students to express their concerns to Chancellor Rogerson and Vice-Chancellor Poisel. Concerns raised include the university budget, Sodexo food services, E-Stem, and future plans for the university. In addition, we participated in two additional fall events: an NAACP event and a donation drive with the Psychology Club. This spring, we have been working on revisions to Sodexo's meal plan; conducted a survey of students on E-STEM; collaborated to bring artist Joey Spencer to campus; held a Fat Tuesday event with Sodexo. Arkansas Association of Students Day at the Capitol: joint event with other student governments across the state, to bring awareness of substance abuse issues. We are planning fall events now, including an alumni

association tour. We also plan to develop a revised constitution for SGA.

I'd like to offer special thanks to Dr. Mia Phillips for all her assistance and support.

If you wish to get in touch with us about concerns, you can contact SGA at sga@ualr.edu

Nolen: I just want to brag about Jonathan and Larry. Had a void in SGA leadership this year and they stepped up to fill that void. Congratulations on a successful year!

E. HLC Accreditation Steering Committee: Erin Finzer and Brian Berry

Finzer: How many of you already know something about HLC? Show of hands? Higher Learning Commission (HLC) is one of the five major regional accrediting bodies for colleges and universities. They function as a stand-in or monitoring agency for the Federal government, ensuring that we are following through on providing quality education to students receiving federal financial aid and that we have the resources to continue to follow through on that mission. Accreditation matters both to assure the public we are a solid institution capable of delivering on our educational mission. It also creates assurance to other universities accepting transfer credits and students from our institution that students learned what they should in their courses. In addition to providing a network of thought partners, HLC gives us a framework to respond and know best practices in institutional effectiveness.

Berry: We are a bit behind on our timeline. We spent a lot of time on the Institutional Effectiveness Committee to provide information for our accreditation process. I am excited to continue this work as co-chair of the IEC. We are scheduled to have a draft assurance argument completed by June. Thank you to all the committees contributing to this. We are also developing a data warehouse (thanks to the Office of Institutional Research) that will be useful in supporting enrollment and retention. We have to lock in our assurance argument in January 2020. Our site visit is planned for February 2020. We will let you know what help we need from you. Last time we did accreditation we did a self study. The assurance argument takes the place of a self-study, but needs greater documentation, and we may reach out to you for information about your unit for that.

Finzer: We have been using a heat map to identify parts of the HLC criteria where we are on solid ground and where we need work. Have done well with many aspects of assessment (SKIM, Core Council, Assessment academy). The Quality Initiative and Trojan Fact Explorer are key components.

Berry: Big thank you to Faculty Senate for their responsiveness on policy issues, such as credit hours, free speech, syllabi policies, and instructor evaluation.

Finzer: Chairs have been helpful in providing credit hour equivalency statements and in forwarding us syllabi to be compiled for HLC. The new policy management board is now active to be sure our policy library is kept up to date. The IEC is instrumental in moving us forward, especially on criterion 5.

Berry: I feel we have what we need now to write a compelling assurance argument. Criterion 5, on resources, planning, and institutional effectiveness, is improving. We just got back from the HLC conference and they talked about integrated planning. It used to be something that some universities did, but now it is a best practice. It is something that is expected of higher education institutions today.

Finzer: Brian and I are confident now we can follow through on a successful assurance argument. HLC does not expect perfection, but does expect institutions that can engage in honest self-assessment and commit themselves to improving. With IEC we saw how the whole campus can mobilize to assess ourselves. Our students and community deserve a metropolitan institution that is effective at what it does.

Berry: We may be asking you for evidence files from each unit. Become familiar with our vision and mission statements. Be ready to share the great things we do at UA Little Rock. You are all important parts of this.

Finzer: Have a fun video to show how faculty and staff can engage in this process

Finzer and Berry show video on HLC re-accreditation.

F. Traffic Committee: Joe Felan (Appendix A)

Felan: The parking committee has developed a set of recommendations for the University Assembly to consider. One proposal is to levy a \$50 permit fee for the entire year for commuting staff, faculty and students. A permit will be valid from beginning of the fall semester to the end of the following summer session. The fee would be pro-rated, so that a permit issued in fall would be \$50 and good for the entire year; a permit issued in spring would be \$30; and a permit issued in summer would be \$10. Commuter permits will be dated and will need to be renewed each year.

The reason behind the proposed fee to departments requesting special event parking is that we found out that traffic cones can be expensive: \$40,000 for 100 traffic cones. Often they disappear. So we may need to raise the fee to cover those costs.

Comment: The correct figure is \$4000 for 100 cones.

Nolen: The full proposal is on the University Assembly website.

G. Assembly President

Nolen: For the sake of time, I will truncate my remarks and direct my comments to the cabinet in particular, regarding the budget situation. We find ourselves in the shadow of a large debt. Not one accumulating from repeated budget shortfalls or mismanagement, per se. It is a debt on

paper, but one that has very real consequences for faculty, staff, and most importantly the students at this institution. This is further complicated by falling enrollments and a state funding formula that creates an uneven playing field for a university such as ours.

To meet these budget realities, we hear calls that we need to cut programs, that we have too many faculty, that we need to “right-size” this institution; the future is a smaller university.

Here, I think we need to tread carefully. Following this logic, we run the risk of contributing to a different kind of debt, one with real and long-lasting consequences. Gloria Ladson Billings, President of the National Academy of Education described this debt as an “education debt”, a moral debt. This is the accumulation of lost opportunity and potential for entire populations of students in this country. The students she is referring to are students of color: Black, LatinX, Native American students who have historically been subject to devastating systemic racial discrimination and educational inequalities. These students are over-represented in populations of first-generation students, poor and working class students, and non-traditional students. These are our students. Broad cuts to programs and services at this institution would disproportionately affect our most vulnerable students.

I will further contextualize this issue in the fact that UA Little Rock as a regional university, is where real and significant changes in social mobility occur in our society. To restrict students’ access to this potential social mobility undermines the very mission of this university. We must protect student access to the opportunity this institution can provide. My role is to see to it that everyone has a participatory role in decisions on cuts and on the budget generally. I hope everyone here will continue to be active in participating in these discussions as we move forward.

VII. Open Forum

Question: What does the administration see as the driving factors behind declining enrollment on this campus?

Rogerson: We are trying to find out what those factors are. It will likely be multiple factors. Money and tuition are big factors. The economy is good so that is also a factor. Particularly with the students we serve, a good economy means fewer potential students will see a need for a university education. In my mind too part of the problem is campus culture, such as E-STEM’s presence. Not that E-STEM is itself a problem but it co-mingles high school students and marginalizes university students. All of these are factors. Of concern now is a 9% decline in our full-time student enrollment. Why are full-time students taking fewer credits? If anyone has thoughts, please share them.

Question: Is the full time enrollment decline the result of full-time students leaving altogether or transitioning to part time?

Rogerson: We are not sure.

Question: Are these funds resulting from student fees going to be swept or taken from departments?

Rogerson: No. These are student fees that need to be spent on what they were collected for. Let me look into that. We don’t plan to freeze spending that is tied to student fees.

Question: You have talked about growing out of this. What leads you to think we can grow out of this to avoid cuts?

Rogerson: Your point is well-taken. All the pieces we are putting into place are to return to growth. My gut feeling is that we are doing customer service a lot better, and doing better on retention. We are in a region with a population base of 700,000. We should be able to draw on this to encourage students to choose their local university as a less expensive option. We also need to recruit regionally to fill our residence halls. Incoming athletes will now be staying in our dormitories. I firmly believe that we will be able to grow out of this. The Board of Visitors is backing me up that this is not the time to make cuts, but to grow.

Question: When will the draft enrollment and retention plans be posted?

Nolen: I can post the draft of these plans on the Faculty Senate website this afternoon.

Question: So many people are here today because we were not informed about the budget issue and \$2 million seems to be a lot to be wrong about. We have a former provost we pay who we don't see, but I can't get copy paper. I want to know what the Board of Trustees says and I need to know if I should be seeking another job.

Rogerson: You have a good point and I share your frustration. We only learned about the shortfall three weeks ago. I'd like to disagree. I stand up here to inform you about the budget difficulties. As soon as I get figures I share them with you. As far as what the Board of Trustees and System think, I don't know. They inform me. If you think you are frustrated, I am frustrated too. I am committed to not slashing and burning at this university.

Question: I just don't understand how we could not know we were \$2 million off.

Rogerson: I can tell you the CFO inherited an unusual model for budgeting, and it has taken this long to transform it into an open and transparent process. It may take another year before we have a budget process that meets best practices. The fundamental problems have existed for 6-10 years, but did not get attention at the time. We are not in much trouble in reality: the \$16 million in depreciation is a paper figure. But what is new is that we are now required to account and budget for it.

Question: The fact that a budget freeze is announced on a Friday afternoon is poor practice. Chairs don't have information to respond to frantic emails about what the freeze means for their particular programs.

Rogerson: It wasn't done in the best way, but we are trying to do our best to communicate and clarify. But I can't fight for the campus if I cannot even come in on target on the operating side of the budget. This is the first year that we are looking like we may not come in on target on the operating side. We have two months to put on the brakes and save \$2 million. I can't negotiate with the System if we are coming in at a loss.

Question: Sixty-three percent of our freshmen are not with us by their 4th year. I haven't heard

anything today that will turn that around. And we have students spending millions on courses for which they did not ultimately earn credit. We need to look at what our peer institutions are doing. It would be great if we come out with a retention plan that has goals, accountability, and does what our peers do. We will have plenty of money if we just work on the real issues.

Nolen: We will be posting the retention report from Daryl Rice today.

Rice: I want to note that I am not sitting on the report, but I wanted to get feedback from stakeholders first. I've been documenting the programs and services on campus that deal with retention. I am proposing a university committee on retention. Please don't read this report as a final report. I want input from everyone.

Question: I want to add a suggestion: all our peer institutions are doing this. Evaluate the top ten courses with highest DFW rates. What can we do to help those students succeed in those courses.

Nolen: Your question is a good one, but we have to rely on academic programs to hold themselves accountable for course quality. I would imagine the programs that house those particular courses are aware of these issues.

Comment: I love our mission and vision statements. I include versions of this in my signature line. I wonder if we can authorize putting this in our signature lines.

Nolen: The university assembly does not have that authority as this falls under branding which I believe falls under Judy Williams' office. Although I think we should each refrain from modifying the university mission statement if using it in a sig line.

Rogerson: I think we can go forward with that.

VIII. Adjournment

Adjourned at 12:50 p.m.

Appendix A: Ad Hoc Parking Committee Recommendations Spring 2019

- 1.) Commuter & Resident Permits fee increased to \$50 effective Fall 2019. Prorate schedule \$50 Fall term, \$30 Spring term, \$10 Summer Term.
- 2.) Remove Commuter & Resident Permit fee exemption for Faculty and Staff. This only applies to Faculty & Staff who don't already pay for reserved parking.
- 3.) Require ADA students to obtain basic Commuter Permit. No additional fee will be charged for reserved lot access if needed as determined by Disability Resource Center.

- 4.) Increase Reserved Parking Fee from \$165 to \$180 in \$3 annual increments beginning Fall 2019. Fall 2019 \$168, Fall 2020 \$171, Fall 2021 \$174, Fall 2022 \$177, Fall 2023 \$180
- 5.) Convert Parking Deck from flat rate cash only to timed pay with credit card acceptance effective Fall 2019. Implement timed fee schedule with parity to existing credit card accepting parking meters on campus.

0-30 minutes	Free
30 minutes to 2 ½ hours	\$3.00
2 ½ hours to 3 ½ hours	\$4.00
3 ½ hours to 4 ½ hours	\$5.00
4 ½ hours to 5 ½ hours	\$6.00
5 ½ hours to 6 ½ hours	\$7.00
More than 6 ½ hours	\$7.00
Lost Ticket Fee	\$7.00

- 6.) Implement special event parking fees for the placement of traffic cones effective Fall 2019.
\$50 base event set up fee plus \$1 per traffic cone to be back charged to requesting department.
- 7.) Allow students with current Commuter permit to park in Lot 14 without charge during Athletic Events (Basketball Games).

Committee Members:

Chief Regina Carter (Chair), Dean Richard Harper, Reed Claiborne, Matthew Morton, Sandra Vail, Dr. Joe Felan, Kimberly Porter, Darius Maize

Parking Fee Comparison

	UCA	UA Ft. Smith	A-State	UARK	UA Little Rock
1.) Student Parking Fee	\$27 Security Fee/Semester	\$60/\$120/\$25 Motorcycle	\$50	101.94/\$68.75 Motorcycle	\$20 per semester/\$40 annually
2.) Resident Student Parking	Part of Security Fee above Assigned to zoned parking	Part of Housing Fee	No Charge	Same as student parking fee \$660.83 if reserved parking	\$20 per semester/\$40 annually
3.) Faculty Staff Parking Fee	\$60.00	No Charge	\$70.00 F&S/\$50 part-time	\$189.56 over 40K salary \$129.94 below 40K salary	No Charge - included as part of benefits package
4.) Reserved Parking Fee	n/a	Blue and Green lots based on student parking fee IM	\$300-\$500 based on location	\$679.72 Faculty/Staff \$660.83 if Resident Reserved	\$165 reserved lot/\$315 reserved space
5.) Parking Meters	\$1 per hour	n/a	\$1 per hour	\$1/\$1.75/\$2.75 per hour based on location	\$1 per hour coin \$3 per two hours credit card
6.) Parking Deck Fee	n/a	n/a	\$2 per 4 hours	Reserved Fee \$900.78 Temp Permit \$16.67	\$1 per day
7.) Visitor Parking Fee	No Charge	No Charge	No Charge (in visitor zone)	\$7.42 temp permit per day \$29.71 temp permit per week	No Charge
8.) Disabled Permit	No Additional charge above Student or F/S Permit fee	No Additional charge above Student or F/S Permit fee	No Additional charge above Student or F/S Permit fee	Pays all applicable reserved parking fees in reserved lots.	No Charge
9.) Special Event Parking	No Charge	No Charge University Police coordinates	\$15 set up fee per 50 spaces \$1 per day per space \$25 set up fee Deck/50 spaces \$3 per day per space \$1 per day event permit for guests (students/F/S not eligible)	\$50 set up fee \$5 per traffic cone	No Charge
10.) Athletic Events	Can ticket or tow during Athletic Events to clear lots for the event	n/a	Same as above for special events	Tows vehicles in lot on game day prior to the event	Athletics takes control of Lots 13, 14, and 16. Athletics charges \$5 per vehicle or fee included with Season Tickets