

DEANS COUNCIL RETREAT
Town Point Club, World Trade Center Building, Suite 300
August 2, 2019

The Deans Council retreat was held on Friday, August 2, 2019 at the Town Point Club in the World Trade Center Building. Those present were Austin Agho (Chair), Jane Bray, Andy Casiello, Gail Dodge, George Fowler, Kate Hawkins, David Metzger, Renee Olander, Brian Payne, Elaine Pearson, Kent Sandstrom, Ben Stuart, Jeff Tanner, Bonnie Van Lunen, and Robert Wojtowicz. The following agenda items were discussed.

1. Preliminary Data – Spending on Marketing, Communication, Promotion, and Sponsorship

Elaine Pearson presented preliminary data on marketing costs at the University, including the top marketing vendors, total marketing expenses by unit, total human capital marketing spent by unit, the method of transactions, and the percent of marketing cost vs. budget. Comments and suggestions from the group were as follows.

- Build identities for the colleges.
- Look at where and how we spend money – this will be different in 10 years.
- Our percentage of marketing cost vs. the budget is 3.1% but should be at least 10%.
- Provide a checklist for units to use on how to promote an event.
- Form a leadership team to coordinate marketing efforts; the group would be chaired by Giovanna Genard and include individuals from the colleges and other units who are involved in marketing efforts.

Austin Agho expressed support for an entity to coordinate marketing efforts and indicated Giovanna Genard is open to the idea.

2. Open Discussion: Sharing of Tips on Successful Fund Raising

The Deans shared tips on successful fund raising and discussed how they handle situations that arise when meeting with prospective donors. Fund raising will be added as an agenda item for future Deans Council meetings.

3. Five-Year Strategic Plan

Austin Agho discussed the 2020-25 Strategic Plan update that he will present at the President's Retreat. The presentation will cover the following.

- Conceptual framework
- Committee structure

- Mission, value and vision statements
- Considerations/parameters
- Proposed goals
- Proposed performance measures
- Next steps

In fall 2019, the goals, objectives, and performance measures will be revisited. Additional open sessions will be held to obtain feedback on the draft of the plan. The draft of the proposed strategic will be shared and reviewed by the President's Cabinet, the Board of Visitors, and governance groups such as the Faculty Senate and Student Government Association. In spring 2020, the Strategic Plan will be presented to the President and the Board of Visitors for approval and released to the campus community by President Broderick.

Dr. Agho also presented a SACSCOC update. The last reaffirmation visit was in 2012, and the accreditation was reaffirmed in 2018. Policies and procedures related to faculty records and credentials, MOUs, student complaints, and distance learning were reviewed in 2019 in order to align practices with SACSCOC standards. From 2020-2022, all current practices and policies will be audited in preparation for SACSCOC reaffirmation. The off-site and on-site report for SACSCOC decennial reaffirmation will be prepared in 2022-2023.

4. Faculty Workload

Austin Agho and Elaine Pearson discussed faculty workload, especially related to the use of adjunct faculty, released time, and overloads. Changes are needed, and department chairs need guiding principles, policies and procedures to help them manage faculty workload.

Action items to address faculty workload issues are as follows.

- Academic Affairs will let the Deans know what was spent on adjunct faculty in the past year and the classes taught by adjuncts.
- Deans will need to justify the need for adjunct faculty.
- The Deans will be given a target amount of funding for adjunct faculty in the future.
- Data will be gathered from EAB on the average class size by field and level and sent to the Deans.
- Academic Affairs will identify targets based on SCH generation.

The Deans noted that the workload report needs to be available at the beginning of the semester, not the end.

5. Topics to Address at Deans Council Meetings in the Coming Year

The following topics were identified for discussion at future Deans Council meetings.

- FBI Concerns
- EVMS/ODU Issues – Biomedical Science
- Choice Neighborhood Initiative (CNI) Grants
- Five-Year Department Reviews – Accreditation Review vs. Department Review
- SCHEV Viability Review
- MSIM Resources
- Development – Funding Priorities from the Colleges
- Strategic Recruitment
- Update on ICAR
- Revisit ODURF Document Discussed at Previous Meeting
- Cost of Information in the Library
- Continuing Education Changes
- Open Education Resources (OER)
- Merit Pay
- How to Achieve New Revenue Streams
- Restructuring Tuition and Fees
- Revenue Share Policy (needs to be reviewed every three years)

6. Debrief/Reflection – Open Time for General Discussion

- A. Elaine Pearson informed the group that bonuses were submitted that were not covered in the department's budget. Going forward, all bonus requests must be submitted on a form with a budget adjustment, and there must be funding in the department's budget to cover the bonus.
- B. Elaine Pearson informed the group that the Windows 10 conversion must be completed by the end of December. There are 693 computers that cannot be converted. ITS has some computers available, but 200+ must be purchased. Equipment Trust Fund dollars for desktop replacement will go toward the Windows 10 conversion first. She will send a spreadsheet showing the plan to the group.
- C. Robert Wojtowicz and Kate Hawkins discussed a proposal developed by Narketta Sparkman-Key to create opportunities for underrepresented minority hires. The idea is to identify SREB scholars finishing their degree program, invite them to campus for a day and ask them to present a research talk. Our faculty could help with job preparation. Emergency hires could potentially come from this group.

Kate Hawkins announced that the Provost will help fund the initiative. The Deans agreed to provide \$1,500 per college toward the effort.