



TO: Faculty, Staff and Academic Administrators – Jefferson – East Falls Campus
FROM: Jessica L. Holt
Manager of Faculty Affairs
RE: April 17, 2018 Jefferson – East Falls Faculty Meeting Minutes

Approval of the Agenda

Professor Pierce called the meeting to order on Tuesday, April 17, 2018 at 12:32 p.m. in the Kanbar Performance Space. The agenda was approved.

Each meeting is recorded and posted on the Jefferson – East Falls Office of the Provost’s website [<https://www.philau.edu/provost/meetings/>] for any faculty not able to attend.

Approval of the Minutes of the March 20, 2018 Full Faculty Meeting

Professor Pierce presented the minutes, which were acknowledged and submitted.

Faculty Voices

Faculty Monitor for Virtual Faculty Meeting Room

J. Pierce

John thanked Megan Fuller and Jean Bail for their willingness to serve as Faculty Monitors for faculty attending the meeting via Adobe Connect. They will continue to provide this support for the April and May 2018 meetings.

Expectation for Faculty Attendance at Graduation: One or Two Ceremonies?

C. Pastore

Chris asked for clarification concerning the expectation for faculty attendance at the Jefferson – East Falls commencement on May 9, 2018. Matt Baker responded that the Undergraduate ceremony is held in the morning, and the Graduate ceremony in the afternoon. It is expected that faculty attend to support their students. If you are unable to attend, you need to notify your Dean and the Provost’s Office.

Sales Pitches from Interactive Health

T. Corlett

Tod Corlett began by stating that he has no issue with the idea of Interactive Health. However, he was surprised that when he went to complete registration for the Health Screening, he was presented with a list of menu items for tests that aren’t recommended/required and was being asked to purchase by Interactive Health. He stated that he reached out to Human Resources

about his concerns, but did not receive an answer. There were no representatives from Human Resources at the meeting. As a result, Matt Baker responded that Interactive Health is an external service and this will be reviewed.

Additional comments were then made from the floor. Nancy Howard questioned why there were three tables of alternative health service providers outside the Health Screening room. Matt stated that he did not know. Barbara Lowry also commented that in the past there have been conflicting information disseminated by the vendor representatives. She urged for there to be oversight of outside vendors.

Matt along with Karen Novielli and Beth Shepard-Rabadam added that East Falls will eventually adopt health benefits through the Jefferson Enterprise. At this time, East Falls will continue with open enrollment as has been process in the past for July 1, 2018 – Dec 31, 2018. If East Falls adopts the Jefferson Enterprise benefits to be effective January 1, 2019, East Falls would then go through open enrollment in fall 2018.

Enrollment Concerns for Fall 2018

S. Connelly

Sheila, along with her faculty colleagues in SDE, stood up to speak regarding their concerns around student enrollment for fall 2018. The SDE faculty reviewed the deposit numbers for undergraduates in their programs the first week of April and were alarmed. She quoted that overall deposit numbers for the University are down 49%, net deposits are down 68%, and for SDE specifically, they are down 76%. She did note that the health programs are not in decline. Across all SDE programs, she reported that there are only 20 deposits, which grew to 26 last week.

Sheila expressed that faculty are terrified by these numbers. They do realize that the final deposit date has been moved to May 1, however it is still alarming. Faculty, both full time and adjuncts, are worried about job security and their future and she wants administration to be aware of this feeling. She asked about the timeline and how to work through this.

Erin Finn, Senior Associate Provost for Enrollment Management, then spoke to the attendees. She thanked Sheila and the faculty for taking the time to speak. Erin confirmed that she shares and feels these concerns. She then went on to discuss the challenges that Enrollment Management has faced as well as the actions and plans moving forward. In terms of challenges, most of the disciplines where there is a lag, are those legacy programs that aren't traditionally associated with the "Jefferson" name. Currently, an aggressive marketing campaign is underway to try and combat this. Erin noted that the Enrollment Management operation had atrophied prior to her arrival, and needed to be revived. Lastly, the Philadelphia market is one of the hottest in the world, making recruitment extremely competitive.

With that being said, the following actions have been taken:

- The organizational structure has been aligned, and individuals with knowledge of East Falls were brought back.
- More student names were bought amongst SAT/ACT test takers to target.
- The application timeline was changed. In the past, East Falls operated with rolling admissions, however, this was not a best practice and put the campus out of line with industry practice.
- The on/off campus event strategy was redesigned.
- The Graduate Enrollment position was made into a full-time role.

Following the November Open House, Enrollment Management reviewed the growth, decline, and stay of various program and their applications. It was evident that the design programs were a challenge. As a result, they developed a course correction to recruit. She noted that the pace of deposits has increased and will do so as the May 1 date approaches, but they do know that applications and deposits are down this year. Erin also reiterated that when she speaks with Provost Tykocinski, he always states how important it is that the non-health applications and enrollment outpace the health enrollment. The point of the merger was to grow and develop the non-health programs.

Beth Shepard-Rabadam thanked Sheila and her colleagues for speaking about these important issues.

Pat Baldrige discussed the Phase 2 marketing campaign that will roll out next. She commented that she and Erin will be inviting Deans and Program Directors to a Marketing Summit they plan to hold. Following Plan 1.0, which was getting the market place aware of the new Jefferson, Plan 2.0 will drill down to areas of expertise. The website will be revamped and launched in summer 2018. Public Relations will work with Deans and Program Directors to develop content for their respective areas. There is a focus on digital marketing to target certain populations with interest in Jefferson. Admissions is looking at behavioral analytics in real time.

Lyn Godley expressed concern over classes that cannot run due to a lack of minimum enrollment. She asked for a guarantee that things will continue to run until enrollments have improved. Matt Baker commented that the finance office is aware that this is a transition period and that budgets will require adjustments. Beth added that enrollments will be reviewed and discussions will occur with the Deans and Program Directors to determine what works best for each college/department.

Tom Schrand pointed out that the majors in the new College of Humanities and Sciences are also experiencing declining enrollment. Many of these majors, such as Psychology and Law, are not highlighted in the marketing strategy, and should not be overlooked.

The Nature and Importance of Shared Governance

N. Howard

Nancy began by saying that she was addressing the faculty as former chair of the faculty, the DEC Advising Advocate, and as seasoned senior faculty member. She said faculty are concerned. Nancy said that the faculty's participation in the planning for a new shared governance model has been met with a lack of transparency. Once the faculty have provided recommendations and were solicited for comments, administration was quiet. Nancy said that she fears that when the faculty receive "Shared Governance" documents, the documents will be "final" without the opportunity to make substantial comments or vote. She described the "Tinkerbell Effect" and concluded by stating that she believes in Shared Governance, but fears it may be on its way out.

Vice Provost Karen Novielli thanked Nancy Howard for speaking and representing faculty concerns. She reiterated that faculty are the heart of the institution and are why students attend Jefferson. She stated that Shared Governance probably will not look the same for any of us, but the aim is to create a model so that the institution can be the best it can be. She said that all faculty have a roll. As a campus, we need to listen and respect one another to be successful. She then reviewed the process of the Listening Sessions as well as the timeline for materials being vetted by stakeholder groups.

Katharine Jones asked when the documents will be available for faculty review since East Falls faculty on 9-month contracts will leave for the summer break in mid-May. Karen said that

Faculty Affairs is working to have the Bylaws of the Colleges completed by May 1st for review by Deans and the faculty. The materials will be made available during the summer and there will be in-person on campus meetings as well. The Bylaws are a high level document, which outline the organization of the faculty, and governance structure at the university and college level. It will not go into specifics, as those items would be discussed in handbooks. The Bylaws will be voted on. Committee membership will not be defined in the Bylaws.

In regards to elections, after speaking with the Faculty Council, it was determined that elections should be held once the University level committee structure and charges were finalized. The college level committees may move forward or may wait. The colleges will determine how they will populate membership on their committees. For those faculty who are already serving on committees and are at the end of their terms, Faculty Affairs will assist colleges in reviewing membership during the transition. In a response to a question regarding the expectation of faculty service, Beth responded that the transition is a moment in time. Should a faculty member not be able to serve on a committee for a short period of time due to the transition, she does not believe it will impact contract considerations. For CHSLA, and the colleges which will be born out of CSHLA, Faculty Affairs is talking with leadership and reviewing scenarios.

Report from the Provost's Office

M. Baker

Matt reported that Dr. Tykocinski welcomed a grandchild over the weekend.

He reported that NAAB just completed their accreditation visit and it went well. East Falls is now awaiting their report. The ARCPA accreditor just renewed the PA program for 10 years, which is the most a program can receive.

Global Jefferson Day is on April 24, 2018 and Mark Sunderland will be presenting on textiles.

Updates of the Standing Committees

New Policy Regarding Official Class Roster

C. Hermann

Carol deferred discussion on this item to the next meeting due to time constraints.

Special Reports

Jefferson Committee of Research (JCoR) and Research Support

S. Menko

Sue Menko, Ph.D., Professor of Pathology, Anatomy and Cell Biology, presented information on the Jefferson Committee on Research (JCoR). She reviewed the history of the Committee and its membership, which includes all Center City colleges as well as intersecting administrative divisions. The JCoR website launched in 2015 and is a "one-stop shop" for research resources. In addition, it hosts the "Jefferson Researchers" which is a profile for faculty members to highlight their project, publications and connect with collaborators.

JCoR offers grant mentoring for outside grants as well as awards their own intramural grants. Sue also highlighted the "JeffSolves" program which brings together faculty members across the Jefferson community to develop new ways to solve currently unsolved problems.

TJU Research Compliance Policies and Practices

T. Taraschi

Theodore F. Taraschi, Ph.D., Associate Provost for Research Conduct and Compliance, presented information on the Jefferson Research Conduct and Compliance program. He began with an overview of the program and noted that the mission of the program is to “oversee and facilitate regulation-complaint research through integrated system of review, audit, and educational programs.” He noted that faculty, staff, students and all visiting researchers at Jefferson are subject to the research policies and guidelines. Recent federal mandate for grant recipients have called for the development of a campus wide responsible conduct of research program (RCR) and scientific rigor and responsibility guidelines. Of note for this item is the use of LabArchives to address data management and other RCR requirements. LabArchives is used by institutions such as Brown, Columbia, Cornell, Penn and Yale, to name a few. By utilizing LabArchives, it assists Jefferson in becoming a leader in training best research data management practices.

TJU Institutional Review Board (IRB) Process

K. Conner

Kyle Conner, Associate Director in the Office of Human Research (OHR), presented information on IRB oversight and the East Falls Campus. Kyle reviewed the administrative structure of the OHR, and noted that the East Falls IRB falls under OHR jurisdiction. Regulatory determinations can be made independently by East Falls IRB or in association with OHR.

For East Falls, the East Falls IRB will continue to serve its role for undergraduate and graduate faculty research. Dr. Rick Shain will determine which IRB will assume oversight for collaborative research per the application. Rick and OHR will set the effective date for use of Center City IRB forms at East Falls as well as when the IRM policies will be extended. For undergraduate student research, students should use the OHR-35 form which is now effective.

In response to a question from Tod Corlett regarding the volume of research and student interaction with faculty on IRB items on the East Falls campus, Kyle noted that he is not as familiar with the granularity and needs of the East Falls campus. The goal of OHR is not to hold up projects. He believes that short projects could be addressed by a different procedure and offered to speak with Rick and Tod about the best approach. Dana Perlman commented that she recently went through the IRB process, and the Form 2-B that currently exists in Center City needs to be adapted for East Falls.

Update of the Migration of the Student Information System (SIS) to Banner and HR Information System to PeopleSoft

J. Cepull

John reported that Jeff deferred discussion on these items until the next meeting due to time constraints.

Sponsored Research Policies

B. Shepard-Rabadam

Beth reviewed the 9-month faculty summer effort policy. Of note, is that 9-month faculty may teach a full load in the summer for additional compensation. A full-load is defined as 12 workload units. Any faculty who pursue sponsored research or who have industry sponsored projects may not have a full teaching load. Any effort associated with program administration must be factored into effort available for summer and program directors must discuss this with their Dean.

Unfinished Business

None at this time.

New Business

None at this time.

Announcements

Barbara Klinkhammer announced that the CABE Architecture Program for the 4th time in 5 years won the John Stewardson Competition in Architecture. The competition is between the seven accredited architecture programs in the Commonwealth of Pennsylvania.

D.R. Widder announced that Nathan Solomon is the new director of the Entrepreneurship Center.

Next Meeting: May 1, 2018 at 12:30 p.m.

Adjourned at 2:22 p.m.