

Washburn University  
Meeting of the Faculty Senate  
February 21st, 2022 at 3pm  
Zoom Meeting Hosted by FS Executive Committee

Present: Byrne, Daniels, Ewert, Farkas, Florea, Friesen, Griggs, Huff K, Juma, Kay, Kimberly, Kohls, Lockwood, Lolley, Moore, Morse, Noonan, Ricklefs, Rivera, Sainato, Schmidt C, Schmidt S, Smith D, Smith M, Thor, Toerber-Clark J, Wagner, Wang, Wasserstein, Woody, Wynn, Zwikstra

Absent: Ginzburg, Klales

Guest(s): DeSota J, Luoma S, Wisneski M, Grospitch E, Ball J, Stephenson L, Cook S, Erby K, Bearman A, Lanning S, Burdick M, Sollars D, McNamee B, Carpenter J, Smith R, Siebold R, Mazachek J, Wohl R, Wiard J, Liedtke R, Pratt C, Smith R, Mazachek K, Tinsley J, Fenton L, Patry C, Capo D, Stacey S, Frank Z, Smith C, Cornelius J, Webb E, Worsley M, Bluml J, Noller J, Mallory R, Barraclough J, Lieurance J, Thimesch A, Leslie-Canty T, Holt S, Isaacson D, Mendoza V, Cradle V, Hart C, Emperley K, Jones C, Bird S

- I. Call to Order at 3:01 pm
- II. Approve minutes-
  - February 7, 2022 (pages 2-9). Moved by Lockwood, 2<sup>nd</sup> by Ewert. Schmidt makes amendment for correct title for Eugene Williams (Eminentis Universitatis) and University Requirement change for Math (vs Degree Requirement). Kay seconds. Motion with amendments passes.
- III. President's Opening Remarks
  - Time for new leadership – please contact Kim Morse so that talks can start. Need to be completed by April 18<sup>th</sup> meeting.
  - Rearrangement of agenda so we have time for needed items: Semester Schedule Calendar conversation is regulated by the Academic Calendars Committee so we need to visit with them to see if we can resolve the short turn around for grades. Paul Byrne's AF item will move to March 7<sup>th</sup> (with his permission) and second bullet in Information items (Role of Admissions and tours) will be included in the first bullet on Retention and Enrollment update.
- IV. WUBOR/KBOR Update- K Morse and T Ricklefs
  - No WUBOR meeting since last FS Meeting
  - KBOR – Grateful be here and NOT a KBOR school. TAAC rep said it was more difficult to find courses to add (since 114 have already been added.) They are going to hire a consultant (RPK Group) to look for duplications/efficiencies in courses/program areas across KBOR constituents. This does NOT apply to us, but will cause stress in KBOR schools. We have to watch and see how things play out, but will probably

not be bad for us.

V. VPAA Update - Dr. JuliAnn Mazachek

- First – Planting a seed that we are monitoring what will happen with masks going forward. Because state and school districts are releasing mask requirements, and we will be considering, BUT not changing today.
- At December WUBOR meeting, we planned on changes for Henderson Resources Center, particularly in light of the Law building will be opening up in the next academic year. This will also affect Carnegie and Benton. We have engaged outside people to help us plan.
- Budgeting process is happening. We have built in a reduction in budgeting the last few years. We will be making that reduction permanent so that it doesn't look so weird anymore (in terms of accounting)
- There is a genuine plan to have a salary plan in this upcoming year. This depends on what happens with the Governor's plan, but what they have put in would allow us to have a pool of money that could allow for a 3% plan. We might have more monies to add going forward. Trying to make it as good as possible.
- Quick question from Chat – So the range for the salary plan would be 3-5%? JM: The minimum expectation should actually be zero until we actually have the money, but are working for 5% in the pool in some way.

VI. Consent Agenda – Moved to approve by Ewert and seconded by Farkas. Motion passes.

- Faculty Senate Committee Reports-
  - FAC November 15, 2021 (pg 10)
- University Committee Reports-
  - Faculty Handbook Committee Minutes December 13, 2021 (pg 11)
  - ADIC Minutes December 14, 2021 (pg 12)

VII. Old Business

VIII. New Business-

IX. Information Items-

- Retention and Enrollment Update (Christa Smith, Alan Bearman, Richard Liedtke)
- Role of Admissions vs Other areas in terms of tours for student (visiting and new)
- Retention and Enrollment with Alan Bearman and Christa Smith-
  - Christa Smith – Director of Strategic Analysis, Research, and Reporting
  - Total Fall enrollment trend, (7204 in F12 to 5657 in F21 including HS students)
  - Undergrad Fall count excludes HS students (5626 to 3974)
  - Grad and Law – very flat over past 10 years

- FTE (Full-time Equivalent) From F12-F21 (Take total hours and divide by 15 hrs for undergrad and 12 hours for grad)
- Enrollment by Classification is mostly Seniors and Juniors, then Sophomores and Freshman
- First-time Full-time Freshman: Fall 2011 shows students who came back in F2012 (67%); F2012 to Fall 2013 returns (65%) (On bar graph, the second bar shows how many students who returned the following fall.)
- IPEDS – Integrated **P**ost-**S**econdary **E**ducation **D**ata **S**et (150% = 6 years); Fall 2006 to S2011 had a 34% graduation rate to 51 % for Spring '20 graduation.
- Bachelor's Degrees may include a student who gets more than one degree. (Just counts total degrees.) Total graduation counts of all degrees also shows a bit of up/down cycle.
- Alan Bearman – Are Faculty and Staff efforts to improve retention working? I believe yes. All universities in Kansas were challenged to improve retention and graduation rates. (Started talking about this in 2009-2010) Started with shared language, then focused on retention before graduation. Very excited about graduation rates. 2011 is start of Center for Student Success and Retention; 2013 WU 101 became mandatory to help transition students into university. Not advocating for new program efforts now, but will be doing some adjustments to try to return to 70% levels. 7-9 students staying will change the % of retention by 1%. There are some headwinds (COVID, high employment rates, etc). Want to improve interventions early on. I know I ask a lot of faculty, but we are going to continue to refine our outreach efforts. We have more than accomplished the goals we set out to accomplish (compared to 10 years ago).
- Richard Liedtke – Executive Director of Enrollment Management – Using data from Washburn University Enrollment Reports, KS BOR Enrollment Summary Reports and State Dept of Education Reports, (2016-2020; 5 years)
  - 90% come from Kansas, with Missouri being the largest Out-of-State population.
  - Top 5 counties (Shawnee, Jefferson, Johnson, Douglass, and Sedgewick)
  - Major decrease in White Population and slight increase in Hispanic and flat in Black
  - Direct from HS – Still decreasing white students, increasing African American and Hispanic populations
  - Market share – we have lost some of this share coming into COVID. Fewer students attending colleges, and more are staying closer to home, so we are seeing KU and K-State dipping into our enrollments.

- Transfer student population has also decreased over the past 5 years. All CC that we get the majority of our transfer students from have seen declining enrollments over past 5 years
- CEP has grown over past 5 years. X% have matriculated to WU; decrease is last year is likely due to fatigue with HS students.
- Total high school graduates in KS have increased, but the percent attending 4 year universities has decreased. Just because some percentages are increasing, it doesn't mean it will make up for percentage losses in other areas. We will see an increase in 2023-2025.
- Second year of partnering with EAB to recruit students in sophomore year. Helping us find secondary and tertiary enrollment populations
- Implementing Chat Bot to help direct people to the correct places on our website using AI.
- Lots of work being done to provide consistency of data on departmental webpages
- Use of Digital and Social Media Platforms is underway
- Setting up platforms to outline transfer pathway more clearly
- Helping get financial support for underrepresented groups through partnerships
- Excellence through Diversity Scholarship
- Test-blind admissions is part of a National Movement (3/6 regents schools is following this trend) which would remove the requirement for scores to admit and provide scholarships.
- Joseph Tinsley – Admissions Update
  - Total of 5 admission counselors plus transfer counselors and recruitment/banner software people who work with the applications/transfer work.
  - What happens during a visit (personalized vs tour): 2.5 hour visit. First thing we arrange is the academic meeting and then go to the tour and the counselor meeting. Any staff/faculty who wants a prospective student come in, needs to use these blocks that are already set up. Need to confirm when the staff is available to give tours/meet with students. Personalized visits require more time to coordinate all three areas.
  - During the calendar year, we see many scenarios. Last academic year we could not get into any HS, and this year some were reduced still. We are ramping visits back up. Phone call activity/texting has been strong. Visit information is also going back up to pre-pandemic levels. More scheduled visits, but more are being rescheduled. Recruitment events have been very busy. (Jr/Sr Days, Garvey exams, etc. Admitted Senior Days/Hispanic Leadership Day/Shawnee County Scholars Night (used to be at another institution) are all new. Many of these students, it is the first time on

- campus (Hispanic Leadership Day) Scholarship Night was a success.
  - 24.9% increase of applications processed, (F21&F22); 30% increase in transcripts processed (includes Undergrads, EAB, and CEP groups), but are a little behind on some numbers this year.
  - Changing Recruitment Travel Changes, Visit Days, and Scholarship Efforts. Also working closely with Education, Music, Theater, Leadership, and Honors Departments/Programs to increase student growth
- Ernie Webb – Marketing
  - More traditional approach at start, but using more streaming /social media/smart phone strategy. We can get more personalized (sounds a little creepy, but we get good results.) Texting was implemented about 4 years ago. Sending targeted emails/give keys to the accounts with “take-overs” to let students reach out to students.
  - Upload names into the systems, Geofencing, etc to direct messages. Also look at the website ads (22 M impressions /125K Clicks on them) SON had a campaign recently with 50% open rate (very high).
  - Social Media is changing up depending on what is hot (SnapChat before, now TikTok).
  - 60 Campaigns vs 4-5 several years ago
  - Working on commercials now, 2 done in 2018. Added more than 120 videos/success stories
  - New materials due to COVID/interactive program sheets that can be sent in emails. Sticker postcards/Acceptance Bowties/Yard Signs are going out.
  - Use Google analytics, etc to see if targeted students are applying. We look at open rates and click rates.
- Questions/Discussion
  - Chat – How many people enrolled following recruitment events? Joe doesn’t know right now, but we can run that report. About 80% of those enrolled in the Direct from HS category have come to campus events or had a personalized tour.
  - M Ewert – Total Fall enrollment, we’ve lost 25% - How does that compare to other schools? What does it mean that KU/K-State are dipping into ours. RL -Don’t know exact numbers, but we are not alone. KU/KState have opened borders and reduce admissions standards to bring in more out of state enrollment. K Morse – Is the drop seen over the past 10 years or just the last couple.
  - K Thor – How do enrollment ups and downs relate to WU and WU Tech. RL -No tech data included. How much of high numbers in 2012 had to do with 08 crash? What forces affect enrollment that is outside of our control. RL – Certainly there are things we can’t

control. Currently qualified students (for college admission) are going to work because wages are so high at the moment. Transition Demographic Shift is challenging now. KT – Changes in demographics – how many materials are in Spanish/ads/etc or other languages. Also, many people in Topeka think we are still private. RL – We have a brochure that is in Spanish in electronic and print forms. KT Thinking more about the Web/Commercials since many students/parents will be using those. RL -Google Translation is available, but need this to be a university wide project. KT – would like more pictures on the web page that can reach out and grab incoming students.

- T Ricklefs – Louella and Paul have been putting lots of stats in the Chat. (Multiple chat comments about different % decreases across Kansas and where to find them:  
[https://submission.kansasregents.org/ibi\\_apps/portal/BIP\\_Public2/KEStats](https://submission.kansasregents.org/ibi_apps/portal/BIP_Public2/KEStats))
- Jordan Noller – basic data question: 2021 demographics showed a decrease in white students, but also a huge increase in “unknown” race/ethnicity. Would like to know if we can get that additional information. (RL -we only have data through F2020). RL- We cannot require students to give us this data, but we are working on getting this information via other sources. C. Smith- we have activated Action Items that students have to fill out when they are registering so that hopefully we can get more background information. (Can update your information too.) Unreported numbers are going back down again (in terms of unknown).
- Chat – How many online degree programs do we have and how many will we have? (Schools that have seen growth have online degrees.)
- CZ – Want to go back to 10-year trend slides – our market share is going down over 10 years, but not sure why? Is there a plan to recruit higher performing students that might increase retention rates? RL – Market share was a 5-year slide, part of which is competition with Division I schools recruiting more of “our” students. Second question – we recruit all students. We want high GPAs/ACTs. We have several programs that cater to them. Richey Scholars Program, Farley Dinners, Scholarship grid is undergoing analysis (but also looking at test-blind). CZ – Some of this seems fatalistic, nothing that we can do... RL – We see this as an opportunity, using EAB to see where we can reach out to other areas. We can't keep doing the same thing in KS.
- K Wynn – Once you find those markets, are you using other strategies to find those students? What about adult learners, as those numbers have decreased? RL – Out-of-state, we are traveling to all contiguous states (corner of IA, etc) that will be good for us, we

- can go there. Waiting to see if we can get more numbers from TX. There has not been much discussion on Adult Degree Programs. I look forward to those discussions. KW – Assumption or Knowledge that Adult learners are not looking at what we currently offer. RL - Traditionally, adult learners not interested in 9-5 MWF classes
- Chat – Lots of chair suggestions don't seem to have gained any traction. JT – We are doing better with these, did not do as much in the past. I'm always looking for ways to collaborate. There have been drastic changes in scholarship funding; private schools are being very aggressive with funding for students. Parents are bartering now to see who will get them the most funding. Now some schools are being more malleable with putting together packages for students. Funding arm at WU is very strong, and we have options for putting together packages.
  - P Byrne – Relates to CZ question. Not offering scholarships based on GPA may make it more difficult to attract high achieving students. This may not help us, especially if KU and K-State are doing that. RL we are going away from test scores, not GPA scores. We are looking at what we can do going forward just based on GPA and not the scores. It's a trend that is coming. PB – It may be a trend but perhaps we are not in a position to follow that trend. Maybe that would allow us to get students that others aren't. RL – We are finding that the ACT is problematic for certain students and wanting to not have that be a barrier.
  - Chat – KT, CZ and RF all asking about first gen and other students (ie looking for new markets vs not capturing our students who live closer here.) RL/JT 38-40% of the incoming students come from Shawnee County. We submit data to National Student Clearing House to see where students go if they don't come here. 2020 – KU had the biggest number, but only 100 students were cross-applications 2021, this cross application went up to 126. This is not a major loss of applicant pools. We do see changes in the community college market. Last year 98 and 92 students for K-State apps. (D & T population = Direct from HS and Transfer) M Burdick – any plans on how to become a HSI (Hispanic Serving Institution) (Federal Guidelines are 25%, but not necessary for success) C Smith – we are close to emerging, but not HSI yet. K Morse – growing population in High Schools is Hispanic. MB – Emerging state is when you start putting the programming in rather than waiting until you are at HSI – AB We are already doing that, with Ignite and other programs in CSSR. KM – Is there coordination between the two programs (Admissions/CSSR) to piggy back on that success. JT – We are trying to find some room for success and growth between scholarship funding from other groups and programs you run for other students up to 8<sup>th</sup> grade. Want to attract

students to WU. We try our best to have staff on hand that are Spanish speaking. The Hispanic Leadership Day will hopefully get more students on campus (150) RL -Had African American Leadership day here recently. We try to attend all diversity venues/events that we can. JT – We work with Knowledge is Power program (transitioning to include 9-12, not just up to 8<sup>th</sup>), want to get key stakeholders to campus so that they can connect WU to their groups. I want to tap into those resources to position students to be able to come here.

- R Wohl – Comment made that WU is well funded to attract new students, but we've had great reductions in funding for Admissions/Financial Aid etc. How does this not hurt us? RL - Scholarships budgets have not been reduced. We will bring forward a budget increase to money in this area. JT – Mike Mosier is helping us create a proposal to bring in more students with more money (additional 500K+ to give scholarships to those students.) Many of our students fall on the far-right hand side (3.81-4.0) RW – if we've lost \$275,000 in that budget, how does this support growth. Is it effective to reduce funding in Financial Aid? RL -Not sure what numbers you are looking at, because we have invested in both of those areas. We have invested \$600,000 of 800,000 available, so we don't need to move it forward since we haven't spent all the money yet. If we redo the grid (based on competitive analysis), then this would increase the amount of money we are spending. It will likely be levels and not a grid going forward.
- T Ricklefs from Chat – Where can we get the numbers for enrollment, need based scholarships, etc? How do we get money to the students who have needs? RL – We get about 1.3 M from the foundation, but very little goes towards need based scholarships. \$600,000 comes in from General Funding (managed for 4-year period since they can be maintained for the 4 years.). K Wynn – just clarifying – is the \$600,000 need based, RL – no. KW – how much money do we give in need-based component? RL Very little, probably less than 25%.
- M Ewert – RL turning attention to secondary and tertiary markets, but what about overlap between primary market (close counties) and 2<sup>nd</sup>/3<sup>rd</sup> market. RL – Don't disagree with looking for those overlaps
- CZ- How is the rest of the pie divided up if it's not going to need based students? (Athletes, etc) Would like to know the complete plan and what are the parts? RL – I do nothing with athletics, or departmental scholarships. Most of the scholarship budget is based on merit. CZ – Merit just as GPA and Test Scores? RL – Yes
- T Ricklefs – Discussion about our success in our programs vs Division 1s, RL – We have been working with VPAA's office to highlight those stories (5-10 per year for past 3 years). Have



recently received more funding from State of Kansas. EWebb – we are doing 10 in the spring, will be in the 25ish range for the year. We will start doing more internally, but that will take longer due to other projects we have going.

- S Schmidt – follow up with question – Gen Chem class is down about 1/3 from several years ago. Seeing fewer students who are strong in math, which will make it harder to see those success stories if we bring in fewer strong students. Are we actually recruiting these students or just assuming they will go elsewhere? JT -No, we are trying to recruit (using EAB) We purchased every student who has taken the ACT. EAB may have changed the range. We have purchased their name if they have taken the ACT. I want students here with the 30+ scores. They will do well here based on our environment. When we put the scores in the system, we can't use the score, just the band. Can't input scores until they officially send them to us.
- CZ – Does Richard always spend all of his budget? – RL no, but there are many lines.
- P Byrne – I agree with what everyone is saying about targeting Hispanic Students, but that is one area we are doing well with. We've lost lots of white and black students, and male students. This is a societal issue, we have to look bigger picture.
- K Wynn – Can we increase scholarships for transfer students? RL – Yes, we are looking at it. We only give scholarships to CC transfers, not 4-year schools. (“Gentleman’s agreement”). That is no longer the case. Have to look at how that would work since we already have students already coming from KU/K-State. KW – Just asking if the total amount could be increased for transfer students. RL – I don't know about that. Our grid needs to compare with other transfer grids, not with the Freshman grids. KW – Also concerned about Equity Question (between CC vs direct). RL – we're looking at different measurements.
- Park Lockwood – Hearing lots of details but still not sure how we are marketing WU? We had a team a few years ago but not sure how that was used, or how we are communicating to others. What are we doing with that? RL – We use quality education, small classrooms, etc. “Be your Best Self.” “You Belong,” and “Together we Strive” are new Tag Lines. Frank agency was previous group; now using a different group.
- EW – Targeting Topeka pretty heavily, and messaging is changed every month. We have 100+ ads on various platforms every month. We talk about value, cost, public university, etc. Package stories and send out to students interested in that program. EW – handle our TV buys internally, so we don't pay an agency to purchase air time for us anymore. This is planned months in advance.

(Scholarships are advertised pretty much every month.) Better sells if we can get current students to do them, as compared to the adults. If you have success stories, please send us the information. We may not be able to make a video, but we can get that information out there.

- K Morse - Trying to watch the clock. Thank you everyone for your questions and thought processes.

- X. Discussion Items- Moved to later meetings (by consent of the individuals).
  - Semester schedules and grades due dates – turn-around time (Bob Beatty, Linsey Moddelmog)
  - Consistency in the Defense of Academic Freedom. (Paul Byrne)
- XI. Announcements
- XII. Adjournment at 5:08 (Moved by S. Schmidt, seconded by ...)