ITEM 2 (F) Staffing (Dean of Strategic Enrollment/Retention Management) – Israelson announced a motion was made, seconded, and passed with unanimous approval by the Faculty Senate to oppose the creation of a Dean position in Student Affairs, specifically in light of declining economic projections and recent faculty layoffs. Israelson added the faculty believe a Dean would be somewhat remote from the target of student retention, and the faculty would prefer students are encouraged to make more contacts with advisors and counselors instead. O’Kane responded the decision to add a Dean under Student Affairs was thought through carefully, and the rationale is three-fold. 1) When comparing RCTC staffing levels to like-sized MnSCU institutions, RCTC’s FTE ratio of students to administrators is 436:1 (system average is 314:1), and the RCTC FTE ratio of students to supervisors is 366:1 (system average is 295:1); 2) Revenue generated by a 1% increase in enrollment through strategic retention efforts would equate to over $220,000, which not only covers the salary costs of the Dean, but also provides much needed revenue to invest in other efforts to retain and grow enrollments; and 3) The position would strengthen services for students, such as enhanced career services, technology tools that support persistence and completion, and leadership to support diversity and inclusion. Israelson questioned the ratio of students to faculty, and O’Kane responded the RCTC data reflects the student ratio to faculty (19:1) is very comparable to the system average (20:1). O’Kane stated the number of direct reports under the previous Student Affairs structure was untenable for the position; adding most vice presidents have no more than 10 direct reports, and RCTC’s previous structure had over 20 individuals directly reporting to the Chief Student Affairs Officer. Atwood questioned the role of the Vice President in the organization if the Dean was handling many of the responsibilities previously under the Chief Student Affairs Officer. O’Kane responded, just as Gross is the thought leader for providing strategic direction in academic affairs, the Vice President of Student Affairs will do the same in student affairs, and the Dean’s responsibilities will include overseeing advising, student life functions, and the creation of an enrollment management plan. Tweeten stated the faculty may be struggling with Administration’s decision to add an administrator because of the lack of understanding the full picture and may have no frame of reference. O’Kane added there are also many projects that need administrative direction, such as a downtown presence, and she could assign it to another administrator (i.e. Schmall from a facilities perspective, or Gross from an instructional component), but assigning it to a Vice President of Student Affairs is more realistic because the individual in that position will know how to look at markets, and have an understanding of what markets RCTC should be targeting. O’Kane also reminded everyone that there are 40,000 new jobs projected with Destination Medical Center (DMC) in the next 20 years, and RCTC needs to have strategies in place to recruit, retain, and serve those students. O’Kane added the number of students being served by one advisor continues to be a concern at RCTC, and the College needs a leader that has the time and ability to investigate alternative resources to enhance services (i.e. AgileGrad is a degree monitoring software that empowers students to manage part of their academic planning). Israelson questioned which of the positions would lead those initiatives. O’Kane responded the Vice President should see on the horizon what RCTC should be doing, and the Dean would be charged with implementing the initiatives. Israelson questioned how the College would measure the effectiveness of the new Dean position when you consider with 40,000 new jobs coming to the region, enrollment should go up anyway. O’Kane responded the College needs a plan with projections, and then benchmark it against other institutions; and if two-year institutions are growing, RCTC should be growing even more because of DMC. Gross stated advising is currently under Dean Boyum, but moving the responsibilities out of academic affairs allows the Academic Dean to invest time and efforts into projects for academic affairs; hence giving back some capacity so RCTC can start doing things that couldn’t be done in recent years (i.e. teaching circles, new program development, and research.) O’Kane also stated RCTC needs someone to partner and collaborate with Workforce Development, Inc. to expand career services and take advantage of the co-location of the Workforce Center on campus, and currently the College has nobody in that role. ACTION: O’Kane has two “Chat with the President Listening Sessions” scheduled in December to provide an opportunity for faculty to raise questions and obtain a clearer understanding of the roles of the Vice President of Student Affairs and Dean of Strategic Enrollment.

ITEM 1 (A) Master Technology Plan – Sahs shared the draft Master Technology Plan. Israelson suggested faculty input should be filtered through those faculty serving on the technology committee. ACTION: Sahs will solicit faculty feedback through the faculty representatives on the Technology Committee.
ITEM 3 (F) Exit Only Door – Israelson reported some faculty have expressed a desire to keep the Science Technology (ST) door facing the Circle Drive open for individuals parking in the handicap stalls in the Circle Drive. Schmall responded he understands the convenience of that door, but reminded everyone it is a blind entrance for security purposes, and it is not a handicap accessible entrance (the north door on ST and the Atrium are handicap accessible). Israelson shared a rumor that all handicap stalls in the Circle Drive will become guest/visitor parking. Schmall responded Circle Drive parking is being reviewed, but no decisions have been made about modifying parking stalls at this time. **ACTION: Information Only.**

ITEM 4 (A) Budget: Fall Review (Furniture) – O’Kane reported Administration held a FY14 Fall Budget Retreat, and it was estimated that $212,000 in one-time money has become available from energy rebates and other refunds. O’Kane emphasized the major focus for that money will be on strategic initiatives that align with the College’s priorities (i.e. enrollment efforts); adding some of the funds will be used to expand the research already completed by Asmussen Consulting, in order to obtain a clearer understanding of why RCTC’s persistence and completion rates continually lag behind the system average. O’Kane stated a component of that research could be to expand on the development placement of our students, determine why RCTC is continually losing students, and determine where are the pressure areas are that the College needs to focus on moving forward. Schmall added Administration has decided to only allocate one-half of the $212,000 at this time in order to ensure funding is available to deploy the strategies. O’Kane stated the Foundation has also been asked to assist the College in brainstorming initiatives, and individual requests for strategic funding will go through the appropriate Cabinet member to identify divisional priorities to support initiatives in specific areas. Schmall reported questions have been asked about the furniture purchases around campus, and he clarified that the furniture purchased for common spaces were funded from Student Life, not the General Operating Budget; and, the General Operating Budget will only be used to furnish classrooms currently inadequate for instruction. Israelson expressed his appreciation for the furniture clarification, noting faculty were under the impression all furniture was paid by College funds. Schmall encouraged faculty with budget questions to feel free to contact him directly. **ACTION: Information Only.**

ITEM 5 (F&A) 2015-16 Academic Calendar – O’Kane proposed beginning the process to establish a 2015-16 academic calendar, suggesting the first step be soliciting input on perspective challenges with the previous calendar structures, i.e. Administration has found it difficult to staff Veteran’s Day. Tweeten added there are a lot of faculty and students that are veterans, and it could be perceived as disrespectful to require them to work/attend classes on the holiday. Israelson agreed to visit with the faculty to determine any issues with holding classes on Veteran’s Day. It was also noted Election Day has traditionally been a Staff Development Day to ensure adequate parking because the Sports Center is designated a precinct voting site. Schmall stated he believes there is adequate parking to accommodate Election Day, even with classes in session; hence the desire to not hold classes that day is no longer a necessity. O’Kane added consideration is being made to not allow large groups to use the campus on Staff Development Days to ensure staff are able to participate in the day’s activities. A discussion was also held on the appropriate week for spring break, noting coaches and a couple of programs have requested spring break be the second week of March, yet there is a desire to have it align with Winona State University, which falls the third week of the March. It was also noted that some preliminary discussion have been held to move the Fall Student Success Day before the start of the semester. **ACTION: Israelson will solicit input from the faculty on the 2015-16 Academic Calendar (specifically Veteran’s Day) and the items will be placed back on the next agenda.**

ITEM 6 (F) Early Retirement Options – Israelson and Atwood questioned if Administration was considering Early Separation Incentive options for faculty, which could then potentially result it rescinding the faculty layoffs for next year. O’Kane clarified the BESI option is not funded by the system office, but rather is paid from the College’s general operating budget, and is scheduled to sunset on June 30, 2014. O’Kane added, while layoffs are correlated with budget conversations, other factors that need to be considered include low enrollments in the programs, and whether the College will have more faculty than necessary to instruct the students in the classes. Atwood and Israelson appreciated the BESI clarification, noting it was their intent to leave “no stone unturned” when thinking of options for the College. **ACTION: Information Only.**

ITEM 7 (A) RCTC/WSU Collaboration – O’Kane reported the Leadership Teams of RCTC and WSU meet quarterly to enhance collaboration dialogues, and she meets on a regular basis with WSU President Olson and also at joint meetings with Dr. Olson and UMR Chancellor Lehmkuhle. O’Kane stated the desire is to create a faculty group (with faculty from RCTC, WSU, and UMR) to discuss curriculum alignments, and requested three faculty from RCTC join three faculty each from WSU and UMR, to participate in a series of meetings to build relationships. **ACTION: Israelson will solicit three faculty to participate in a RCTC/WSU/UMR faculty series of meetings.**
ITEM 8 (A) Definition of Two-Hour Delay During Weather Emergency – O’Kane announced some faculty and students have been confused with the “two-hour delay” during a weather emergency, and O’Kane confirmed when the College declares a two-hour delay, all classes scheduled to begin prior to 10:00 a.m. are canceled, and classes scheduled to begin at 10:00 a.m. or later will be held. O’Kane added faculty overseeing students with clinicals at off-campus sites have been instructed to communicate separately to those students the expectations of reporting for the clinicals, but no public announcement will be made because it would cause confusion for other students.
ACTION: Gross will work with Kotagal to assure syllabi and other tools are used to communicate the expectations of students in clinicals during a weather emergency.

ITEM 9 (A) Marketing Programs Update – O’Kane reported that since Pyfferoen is now overseeing the Marketing Department, real time information is being shared between faculty and the Marketing Department to target marketing efforts for specific programs. Israelson questioned if the funding for marketing could be allocated to departments to create more of an impetus for marketing. O’Kane suggested process changes should wait until a permanent President is on board, but added that marketing is dynamic from year to year, and cautioned placing marketing funds in department cost centers since the marketing needs will change through the academic year. Tweeten agreed that it may be more beneficial to keep the funds in the Marketing cost center, but to establish a prioritization process for requesting the funds. ACTION: Information Only.

ITEM 10 (F) Other: Evening Classes – Israelson stated faculty hesitate to schedule evening classes because they are often canceled for low enrollment, noting students have come to expect the cancelations because of the pattern. Israelson questioned if a commitment could be made that would guarantee an evening class will not be canceled; hence allowing for its presence to grow, and then assess if the students enrolling in evening classes are new students or students that would otherwise take day or online classes. Gross responded it was Academic Affairs desire last year to have a more strategic approach for evening classes, but at this time, nothing has been put in place. Gross added there are students that do not wish to take classes online, and day classes aren’t possible because of work schedules, consequently Gross is willing to take the suggestion under advisement. O’Kane stated this issue is a perfect example of why RCTC needs a strategic enrollment plan, with market research, to understand how much the evening classes would pull students away from day offerings. O’Kane also questioned where the sense that RCTC doesn’t offering enough evening classes is originating from (i.e. students, comment cards, etc.). Israelson responded at this point the information is anecdotal, but added if it was promoted as an opportunity to complete a degree entirely during the evening, it may then be supported through enrollment. Tweeten added it may also be coming from information shared from the SENSE Survey results conducted over the years. Gross stated if RCTC moves in that direction, a Marketing Plan will also be needed. ACTION: Information Only.

ITEM 11 (F&A) Other: Registration/Prerequisites – Gross apologized for the unanticipated issues caused with Edit 58, noting some issues were computer related and others were human errors; adding they are all being addressed. Israelson responded, from the faculty viewpoint, it was primarily a concern that students were not able to register for classes, and also a perception that an agreement reached at AASC to have the prerequisites go through the common course outlines was not being honored, but instead prerequisites were just implemented. Gross agreed, adding if the prerequisites couldn’t be adequately reflected in the system, then a notation of “instructor approval” should have been entered at minimum. Atwood questioned if students were sent a communication about the process to follow if they are having difficulties. Gross agreed to send a communication (i.e. e-mail) to students. Tweeten suggested that when faculty re-write common course outlines, the departments should consult with Admissions and Records to ensure everything is correct. Gross responded that Bigelow and Shumaker are compiling a “guidebook” for faculty, and it will be shared at an upcoming Program Leaders/Division Coordinators meeting. ACTION: Gross will send an e-mail communication to students informing them of the process to follow if they are having difficulties registering because of prerequisites.

Adjourned at 3:30 pm

NEXT MEETING:
January 28, 2014 – 2:00 p.m. – SS209