

Faculty Association Meet and Confer
Thursday, April 15, 2010
3:00-5:00 p.m.
(Administration Chair/ Faculty Agenda)

NOTES

Attendance:

Faculty: Don Larsson, Jim Grabowska, Barbara Carson, recorder, Mary Visser, Roger Severns, Chris Corley, Mary Bliesmer, Jeffrey Bumgarner, Andrew Johnson, Richard Liebendorfer, Deborah Jesseman (for Roland Nord), Lynette Engswick, Rebecca Schwartzkopf, Daniel Toma

Management: Richard Davenport, Scott Olson, Bryan Schneider (for Marilyn Delmont), Avra Johnson, Warren Sandmann, Becky Barkmeier, Rosemary Kinne (for Rick Straka), Walt Wolff,

Guest: Becky Copper-Glenz, Robert Hoffman

President Davenport called the meeting called to order 3:03 p.m.

President Davenport: We have appreciated Don Larsson's leadership during some of the most difficult times this University has experienced. We hope your leadership will continue at the State level. We are proud you are from our school. We brought cake for the celebration.

FA President Larsson: Thank you. I will take all of your wisdom up to the IFO headquarters. I am proud and humbled for the honor.

1. Information Items--

a. Reorder/Additions – No suggested changes.

b. FA President's Report – Don Larsson: We had IFO elections and have begun taking care of HR details. We have had local elections as well. I am pleased to note that Mary Visser has been elected Vice President and Lynette Engeswick will be serving as treasurer. Jim Grabowska will continue on the IFO Board. I am pleased by the number of new faculty that have volunteered for committees. Even some who are at risk of losing their jobs. They still want to be a part of the process. We had the State Delegate Assembly where we pass resolutions to guide bargaining. I was pleased things were not too controversial. One draft resolution was from St. Cloud who just got hit with their retrenchment. We assisted with a new resolution to promote proactive work with administration and faculty for retrenched and on-going faculty. We need to get going on this right away. It passed. The difficulty of getting this passed reflects the differences on campuses. Also, we heard from five gubernatorial candidates. I was encouraged by the fact that we had some spread across party lines. It's good they see us as potential voters. There are other things that we will talk about later.

c. MSU President's Report – Richard Davenport : We just heard from our federal congressional representatives that we have support for five earmarked projects. We have total support for three of them. Senators Klobuchar and Franken and Congressman Walz support us for the renewable energy project, Modeling and Simulation Center and the Center for

Transportation. This Center is ranked among one of the top projects for Congressman Walz. The funding is really needed to keep programs going and to support the type of research needed. Also, I came back from California with a \$600,000 gift for our Automotive Emissions Test Center. FA: Who gave it to you? President Davenport: The source of the gift is through an automotive emissions test center, one of three in the country, located in Irvine California. President Davenport: We are going to be watching for charge backs from the system offices back to the campus. I have asked all 32 Presidents in the system to give me data about charge backs. I am disturbed that we are receiving costs that are usually covered by the Office of the Chancellor. Some are legitimate but others are questionable. At the Leadership Council in two weeks this will be a major topic of discussion. I share this because we all need to be attending to charges that are being passed on. I am not sure the Chancellor is aware of the magnitude of these charge backs. FA President Larsson: Can you give an example of legitimate and illegitimate ones? President Davenport: Some IT software licenses that we use have been paid by MnSCU. Bryan, can you comment on this? Bryan Schneider : Webacts is one that they intend to charge back to the campus. GAS software and Maple soft are others. President Davenport: Those are the ones we will challenge. The charge back for services from General Council is legitimate. If we use more legal aid than other institutions, we should be charged more than others. Director Barkmeier: We had a proposal asking for a training agenda and they were going to double next year's charges and triple them the following year. These are huge charges for the training done out of that office. We called and expressed frustration. They responded to our concerns. President Davenport: We will keep you posted on this charge back issue. We have two professional development opportunities. Women's Midwest Leadership Conference, with one scholarship, offered June 20 -26 on our campus. This is a unique leadership experience for women on our campus. Applications must be submitted by May 17 to Carol Stallkamp. This is our second year and I think it will be a hallmark for this institution as it develops. The second is a scholarship for the Greater Mankato Leadership Program. This is a nine-month program and again, these applications go to Carol Stallkamp by May 28.

My other concern is in enrollment management. This is a great topic to sink our teeth into. The Cabinet and Expanded Cabinet have spent one or two sessions discussing this and we will have many more conversations in the future. How do we move forward with the changing demographics in this state. We need a stable enrollment to keep a stable faculty. This coming year our enrollment is increasing some and retention is falling. Walt, can you comment on this? Dean Wolff: Our retention has slipped over the past two years. We were at 80% and this last year we have dropped to 77%. Three percent adds up over time. We are concerned about stopping the bleeding at the sophomore level and need to do a better job of retention. Likewise we need to look for new student populations. The population growth will occur in the metro area or in other urban areas of the state. We would like enrollment to grow steadily over the next few years. Dean Wolff: Tomorrow's Expanded Cabinet will be meeting on this topic. March 22 we spent three hours talking about this. It is easier to keep a student than to recruit a new one. We need to meet needs of all students. We have lots of data. We started to compare data on success rates at other institutions. All of that data are being considered as we face the next wave of monetary challenges. FA President Larsson: For the last year we have been talking about the impending demographic slip. We have been talking about concentrating on graduate students. One thing that would be useful is what types of initiatives are focusing on

upper division and graduate programs. Dean Wolff: Last year was the largest graduating class for MN high schools; 64,078. Typically, 80% of our new students are from that group. President Davenport: It's a 10% drop in the pool. We are looking at how to recruit from Iowa. FA: Iowa out-of-state tuition is lower than Illinois in-state tuition and so Iowa is recruiting in Illinois. President Davenport: We are trying to understand why there is such a significant retention drop between the sophomore and junior year. This is not common in other schools. Dean Wolff is looking into this. Dean Wolff : In Iowa there are 30,000 graduating high school seniors compared to our 64,000. Illinois has the most for any other state in the Midwest.

d. Provost/VPAA Report - Scott Olson: In regards to searches, we are approving both fixed-term and permanent as appropriate. We have the full gambit going on. One thing to think about is that in some cases, there may be a prior consideration. As you look at a pool in your department, look to see if there are applicants from this campus. They may have some contractual consideration rights. If you notice a qualified candidate in your pool from another MSU department, consult with Don Larsson and Jim Grabowska. FA President Larsson: Refer to the contract section on retrenched faculty. They can request up to three academic areas to get first notice of any vacancies. This is in the appendix of the contract. If they apply, the department has to look at this first. There is no obligation to hire them but they have to look at them first. Timing is an issue. In at least one case, a faculty member whose position is in some jeopardy could be a candidate in another. Provost Olson: Warren, anything else to add? AVP Sandmann: No. FA President Larsson: In relationship to this, we get requests for our consent to renew fixed-term faculty who have come to the end of their four years of renewals. We've done that in the past but we are increasingly concerned about not doing this routinely. We need to make certain that the exemptions are legitimate and that there is a long-term plan to mitigate the problems, by the departments and the colleges. Last year I signed off on one but said we need to talk about this as did Affirmative Action. There was change. Provost Olson: You also wanted me to talk about administrative positions. We are batting 600. There are so many vacancies, it is hard. We were successful in hiring an Admission Director, Registrar, and Assistant VP of Undergraduate Education and International Studies; but was not successful for the Dean of College of Business and the Dean of Allied Health and Nursing. They were late starts and had some of the smallest pools many of us have ever seen. With the Dean of Students search I feel a special responsibility to be very careful. I am not as familiar with this area as I am with others. We want great strength and stability. There are still question marks about the Vice President for Planning position. A call for interim nominations for Dean of the College of Education will go out. That will be for next year. FA President Larsson: There will be plans in place for an interim there? Provost Olson: We will use the same process as we have already used. I solicit nominations from everyone and I interview everyone nominated and who wants to be interviewed. I'll speak with President Davenport and FA. I'll share information with the FA President. I will send it out to faculty for vetting and then we make a final decision. FA President Larsson: We have a short time line here. Provost Olson: The announcement should be in your mailbox now, for the College of Education. FA: Has there been a call for Allied Health and Nursing? Provost Olson: Yes, I have received four and have already interviewed three. FA President Larsson: Each year we do administrative evaluations and this year it's for Deans. We only have to do four for the standing ones. Provost Olson: We tend to have a high caliper of interims. I know it's disruptive but the people who have

done these jobs keep things moving. FA President Larsson: It has helped to have people with experience in this institution.

Provost Olson: Although we are going to hear a report about BESI's later, the total number of cuts and total dollar amount has not gotten any better. What we are seeing that through departments being creative, some of the retrenchments have become attritions. It's preferable even though it is still a loss. Now we have 14 or 15 on the list. The number of departments continues to fall. Positions are not necessarily saved but fewer of the permanent faculty lose their positions. We would like some feedback on impressions of the H2O Program and Career Partners. We are getting mixed reviews - too soft, too hard, great use of time, bad use of time. We would like to know. We thought it was a good idea but if it isn't a good use of resources, let us know. We would like some feedback. FA President Larsson: There may be initial reactions but a lot of proof won't be known until the fall. Career Partners will be working with retrenched faculty one-on-one. A workshop has been scheduled in the spring. Similar with H2O, some are continuous efforts from the past and others are new initiatives. We will give feedback after the semester closes. FA: What is the status and timing for cuts from other bargaining units besides IFO? President Davenport: We will talk about this later.

Discussion Item: On-line Program Distribution Model - Becky Copper-Glenz: We have a proposal from the Extended Learning sub Meet. We agreed yesterday to pass this along. It is how we plan to use the on-line differential tuition. Fifty percent stays with College of Extended Learning and the other 50% goes to academic colleges based on credits generated and programs. College of Extended Learning is planning to: 1) Help with growth of current on-line programs, and 2) Develop new programs. We will assist in the areas of services and support for faculty who service on-line courses. We have 4 steps: 1. Assessment: What we hear from faculty and staff from the University, 2. Work with academic leaders and service leaders to determine priorities, 3. The next step is developing action plan to target key areas. 4. Assessment: How are we going to assess if we are effective? The whole plan is to build a system of accountability on how we spent money and how it impacted student services. This is a one-year proposal. We would use the data collected to do a new proposal to better distribute money than before. Questions? FA President Larsson: Sub Meet has been involved in heavy discussion over the year trying to find some common ground. There are important differences of perceptions. We are not proposing the implementation of the program for the final year. We are not yet endorsing it but we think it is an important element to start moving on. We need to get the pilot project underway for next year, then our conversations will continue. We are close to the end of the year. We haven't had a chance to discuss the specific proposals. We need to develop a position statement from the FA on this. In general, the kinds of questions that come up have to do with we are happy at money coming back to the departments and programs for program development. We have concerns about how much and where. There may be legitimate reasons for costs and development we look a split that not 50-50 but heavier towards faculty and program side. One of the issues, positive is trying to get a handle on unclear issues in extended learning. I want to thank all for working in that direction. Another one is that how the money is appropriated to what kind of faculty. Academic programs and full-time faculty and on-line coming out of the departments are in the department purview for staffing and money. That's a positive development. But the programs funded out of extended learning are at adjunct or overload rates. This gives us concerns about the overuse of adjuncts at a time like this. You have both heard these points over and over. FA: I a bringing forth concerns from

the faculty. One is money earned by programs. Programs started without assistance and they are not getting back for what they developed. Listening for the past months there is a confidence issue. Faculty feel that a good portion of the money should go where it is needed. Out of the five programs in the College of Education, three are out of my department. If given to the Dean it would help the college as a whole. We have more confidence in the college than in the pilot programs. There were strong concerns about clarity and request for specific. There is a non-confidence issue. President Davenport: You think funds should go to the department? FA: No, to the colleges. President Davenport: Without strings attached? FA: We did it to expand programs. It would definitely go to the on-line programming. FA President Larsson: I recall a reference to a committee to evaluate requests for development monies, is this in this proposal? Director Copper-Glenz: We do have an ad hoc committee. FA President Larsson: I would urge broader involvement. We don't want to overstaff but it is important that there is broad representation on that committee. There are departments and colleges that are heavily invested. There are others that may want to develop and there needs to be room for their voices and library support staff. I encourage you to broaden that group. Director Copper-Glenz: Our intent is to work closely with the service units, to get their input. President Davenport: Bob, anything you want to add? VP Hoffman: We want this to be a win-win situation. A number of on-line programs have asked for help and yet others have already had some running for a while. This is a one-year situation. We want to raise the level of the water. We need to attend to the big picture of on-line. There has been a lot input. I say thanks to everyone and this is the final product. FA President Larsson: Another issue is the ambiguous status of the packaged courses. Thanks for bringing clarity to the issue but the whole question of packaged courses brings fairness issues and pay issues. VP Hoffman: We've been close to you about this because it is a contractual issue. We are trying to work with it and see how it goes. President Davenport: Thank you Bob and Becky.

Discussion Item: e. Honors Council - Chris Corley: On March 1 we proposed a council that would work through UCAP. We proposed a series of members. President Davenport and Provost Olson asked us to add people: one MSUAASF member, one from Residential Life, and one from Admissions. All groups approved that. I just wanted to bring that back for your discussion. Provost Olson: We shared this with the other bargaining units. FA: We have sent out a call for the council members. President Davenport: Thank you.

1. Information Item: e. Human Resources: Becky Barkmeier – BESI - The deadline is tomorrow. Hopefully by the start of next week we will know more about where we are. FA President Larsson: We are waiting to find out what finally comes in and what the effect will be for programs and additional requests might be used to save retrenched junior faculty and programs. Provost Olson: I think the number of them we are seeing are in the single digits or low double digits. Nowhere near the scale in the fall but each one is in an area where it will have an impact. It is more than I thought we would get. FA President Larsson: There are programs that will not have a BESI but will benefit. Provost Olson: Not all we got are necessarily approvable. Director Barkmeier: Any feedback about H20 and Career Partners? We have information sessions coming. April 26 and 27 - these are two sessions to start working with faculty. We also want to do a workshop for all faculty. Anyone interested in one day workshop? It's hard to find a day. We were looking at May 13; finals are done and schedules opened up. I don't know. FA President Larson: Things offered outside the

semester duty days raise issues of honorariums. We are on a short time line. During final exam week? FA: We have a duty day on May 10. Director Barkmeier: It's a one-day workshop. Thank you. The vacancy information was e-mailed out. More information about employee nominations. There is one outstanding service awards. It honors service this academic year but they aren't awarded until the Convocation in the fall. We are asking for nominations at this time. The Clair Faust Award is also up. Information will be coming up. The retirement luncheon is coming and all are welcomed. It's a nice deal. Are there any questions on vacancies? FA President Larsson: There are two positions listed as researcher in Institutional Planning. Sandmann: There is a retirement in that area as well. We will replace it with two research analysts so we have someone there when we need them. President Davenport: That is a nice transition for Warren.

f. Information Reports – Warren Sandmann: Director Coordinator reassigned time report. FA President Larsson: I have heard from some chairs that reassigned time is being scaled to contractual minimum or disappearing. Where is this, how much reassigned time is disappearing?

Provost Olson: When someone is reassigned and requires the hire an adjunct, there is a real cost involved. Others don't require that to happen and those are worth talking about. We intend to honor the contract. In some cases accreditation standards dictate, we will honor those as well

AVP Sandmann: For this year that was a change. There are proposals to reduce some of it. The research incentive program was not offered this year. Provost Olson: We are looking at it.

FA President Larsson: Some colleges have more reassigned time than others. President Davenport: Okay, Bryan.

g. D2L Upgrade – Bryan Schneider: We found out that D2L will be updated on June 4 and 5. We don't have a full list of updates. We'll post them on a website and send to faculty who have D2L courses. That's system wide. FA: Will it affect courses being taught at that time? Bryan Schneider: Absolutely. Classes that are taken at that time will be affected. FA: I am teaching a class during that time, will it be down for a couple of days? Bryan Schneider: Yes. FA: I'm teaching an all on-line class summer session, it will only be down those two days? Bryan Schneider: They are intending on these two days. But who knows. President Davenport: What are the days? Bryan Schneider: a Friday and Saturday. FA President Larsson: I think this was new to you as well. We will talk to the Chancellor about this.

2. Action items--

a. Layoff Notification – Don Larsson: The timing of retrenchment notices. Part of the reason they haven't gone out already is to see what happens with the BESI's. Prior to this it might be better to give people a heads up and then give out the official letters in August. We now agree that sooner is in fact better. Certain rights and benefits are available to retrenched faculty and they don't go into effect until they receive those notices. So for example, Computer Science people could get prior consideration for Computer Science opening in Bemidji if they have a notice in hand. We prefer they go out sooner. Provost Olson: It seems that if a notification is going out late April or mid-May, it could be the final or actual notification. Simply because nothing is going to change. There is no new information after the BESI's.

When we talked about it, it's probably all none. The issue is the amount of local control we have at the system office. Director Barkmeier: I talked with the system office and there are no concerns with doing it earlier than contractual deadlines. FA President Larsson: State IFO has urged earlier notifications. Provost Olson: We need to know about the BESI's as well. Some will need some additional analysis. We may go back with a counter-offer to faculty. But the general intent is well before August. FA President Larsson: The BESI's are a separate issue. I have inquiries from those that have submitted BESI's. If there are things you know immediately, please let them know. You can say to others we need to discuss some things. Director Barkmeier: I haven't seen them all yet. President Davenport: Warren, Article 22 approval.

b. Approval of 2010-2011 Article Calendars – Warren Sandmann : As this is the third time this has been on the agenda, either approve it or not. FA President Larsson: I have heard no objections to the calendars. There are things that will come up. We will want to notify members that other units will have Veterans' Day off and yet classes will still meet. Delegate Assembly was to urge MnSCU to not hold us to common course starting date. For example, it creates problems for us with the Vikings. Others want to have a January term. We can't address this here but everyone needs to be aware. We will need clarification for question for nine-months starting date. The FA and IFO need to talk at a board meeting about the nine-months contracts starting from the date of hire. I know to the administration it sounds trivial but we need clarity. It is probably out of our hands here. AVP Sandmann: The Calendar Committee will be meeting when we have reps from all departments. FA President Larsson: We have names for you. President Davenport: Coaches calendar?

c. Approval of Coach Non-Renewal calendars – Don Larsson: Concerns about the status of coaches was heard recently. We thought the four-year contracts would not be up for another year or two but many are expiring this May. There is contract info about notification of head coaches 20 days after their last event. We need to have clarity here.

Discussion Items--

MnSCU/Legislative Relations – Richard Davenport: We have talked about this some. There was a House hearing a week ago where all of the Presidents were invited to appear and give testimony, but only two presidents got to talk. This was meaningless for many of us. The Board will meet this next week and I have been invited to present to the Trustees how we hope to address questions about the budget in the future. Provost Olson: One piece to keep an eye on is the transfer credit. The Deans think it has traction. It says if someone offers it you have to take it. I encourage you to keep an eye on that one. You may need to talk to your legislators about it. The Deans were very concerned. FA President Larsson: We have heard mixed things about this. The bill may die without coming to a vote. There were changes in the language. Uniform curriculum could mean many different things. It was changed a bit. I'm still not easy about what all is in the bill. There is a series of proposals of changes in MnSCU policies. One is about intellectual property where we have been taking exception with MnSCU's language. For example, the deleted policies to people other than faculty, other bargaining units were very bothered. There are new policies related to transfer and admission greasing the skids for the Students First initiatives. For example, the creation of new student status for visiting students. Can they go to any MnSCU school without going through any

campus admission? The sense that anybody can go anywhere and might bump out our own students is a huge concern. Provost Olson: One thing that alarms me is of course, we want the students to be successful. We want to know that they have met our standards. But we might have students transferred in because they are failing things elsewhere.

FA President Larsson: Student associations seemed to notice this. St. Cloud's suggested rejecting it. MSSA said do it but put qualifiers on. It's an issue where we are shouting into an empty chamber. President Davenport: Presidents are having the same issues. They are always worried about what is happening with the state legislators. Sometimes you don't know what is in a bill until it is too late and that's when we get caught.

b. Budget and Planning – Rosemary Kinne: Earlier this month we sent in fiscal year 2011's budget and proposal for tuition rate increases. The Board will be reviewing this next week. We went in with the maximum which is 5%. We still have federal stimulus money that will offset expenses. Our appropriation is lower than we expected, an additional \$60 million for the system. With the tuition rate increase, fiscal year 2011 is about where we are planning. Fiscal year 2012 is where there are the issues. President Davenport: Some of our energy bills aren't as high as we expected. Rosemary Kinne: Sean McGoldrick does a good job of buying units ahead of time. We are having significant savings there too. With increase in enrollment, tuition will be higher too. Dean Wolff: Freshmen numbers look good. Orientation numbers are just starting. We will know a little better in the next three weeks. President Davenport: We will have more discussion about non-instructional budgets reductions for now and into the fall. In addition, we will be making serious budget reductions in athletics. We aren't ready to announce these yet, but one factor that has guided us is mandating gender equity in sports. Yet, we are contemplating making significant reductions. We will share what we have in mind. This will be of interest to the public. FA President Larsson: The coaches are designated as fixed-term but under certain contracts. Some teach through Human Performance and that has been targeted for retrenchment. We've had some good discussions on that issue. Our perspective is about honoring the contracts and saving probationary positions. For others, it is the credits and that has an impact. President Davenport: Non-instructional budget cuts. The Cabinet has talked about non-instructional budget cuts and is laying out the framework about how to proceed. This will be announced soon. It won't be a metric approach; it doesn't lend itself to that approach. It won't be across the board cut. We will be looking at services and the impact of the cuts on our campus. For instance we would not probably cut financial aid. But there are other areas and it might be support services for faculty. We are looking at it all. We will get feedback and input before decisions are made. FA President Larsson: The Report for Ad Hoc Committee on Advising Students: It looks like a serious attempt to look at the issue and we will bring that to the Exec Committee.

c. Global Solutions Task Force Draft Goals and Objectives – Scott Olson: In August President Davenport called us to create five task forces for the new strategic plan. There were five areas: to become a doctoral institution, extended learning, campus of the future, quality and excellence, and global solutions. Don Friend and I co-chair the last one. We've been doing this for two years. Keep your eyes open because each of the five task forces will be sharing a report on where they are at this point. It might be goals or objectives or a map. All the work won't be done but in global solutions are draft goals and objectives. As you read this, give us feedback. Jim Grabowska and Chris Corley are also on this group. Please study

this and get back to us. April 21, 2:00 p.m. CSU201 is an open forum to talk about this document. April 23, 9:00 a.m. CSU 201 is another open forum. Does this capture what we are trying to do? Why would we do this in times of economic jeopardy talking about strategic stuff. These are times you can lose your way. About who we are and what we are about. This is why you do strategies when times are difficult. What we think we are seeing in siblings universities, they are losing their way. We are not going to do that. This guides the resources we have and how those resources are used. These are the things that shape and guide the University for the future. Open for any questions and it will be on the agenda again and there will be comparable documents. These things are spicy, there are things that might surprise you. Please read it. FA President Larsson: As with the last round of strategic task forces, once we have discussed this in Exec and other forums, we can take different elements to other sub meets or ad hocs. Provost Olson: We have had good track records here. Look at spring report card - did we do what we said we were going to do? It's on the Planning website. We are committed to doing what we say we will do. FA President Larsson: The AFT launched a website that provides discussion and links to changes with accreditation other programs, this is a valuable resources. Provost Olson: The HLC is under attack from Washington, from the Bush administration and President Obama. Peer review is in great danger. The whole regional accreditation is that our peers understand us best. When we bring in folks from like institutions they get it, they understand. Some in Washington want to pay bureaucrats to come in. They might compare our graduation rates to those of other schools that don't look at socio-economic status. This is frightening. Keep an eye on this. This is why we are doing the GSA, to be honest with the public. The type of accreditation we have is peek, visit, then 10 years later they come back. That is going away. We will have to do a quality improvement project. The danger, we are in the worse cycle. The year of the new accreditation project, we are do with the quality project. We learned about it Friday. The attacks on higher ed are coming from all sides. Our business is harder to be in. We need to do a better job of telling the story. President Davenport: The new normal is a new phrase, for U of M will have this type of challenge. We have budget cuts. We will have to tighten the belt. It will be here for awhile. We will come under challenge. The core is being challenged. Provost Olson: Take away the budget and say you are not doing what is asked. President Davenport: An article in the *Washington Monthly*, "Asleep at the Seal" asks how bad does a college have to be before it loses accreditation? It shows how the public sees us. FA: *Inside Higher Ed* on Tuesday had an article, too. Provost Olson: They are picking on HCL for one bad decision so now the whole system is thrown out. President Davenport: If you go back 20 years ago when HLC was unable to stand up to potential laws schools, not accrediting new non-profit organizations. One major group would have sunk the HLC. I think it has been compromised. They haven't had the ability to maintain standards and that's where they are going under fire. Look at the nonprofits graduation rates now, they are low. Provost Olson: Yes, graduate rates are low. There are private corporations buying small schools and are actually buying accreditation. FA: Middlebury paired with a non-profit being hailed as the new wave. Another one was pairing of a Puerto Rican university with one in Florida. Producing a bilingual program so that every student who attends will be bilingual and that is being exported by for profits, but it is getting the top shelf universities to look. President Davenport: The University of Minnesota may have a for-profit arm in the future; separately incorporated to be able to compete for extended learning populations.

The meeting ended at 4:44 p.m.

Final Spring Semester Meeting: May 6, CSU 204, 3:00-5:00 p.m.

Warren Sandmann
Reviewer for Management

Barbara Carson
Reviewer for Faculty