Strategic Planning and Budget Study Committee
Minutes of the Meeting of November 9, 2011
Boardroom

The Strategic Planning and Budget Study Committee (SPBS) met on November 9, 2011, in the Boardroom of Bibb Graves Hall. The following members were present: Mr. Ben Baker, Dr. Thomas Calhoun, Ms. Peggy Hoekenga, Dr. Bill Huddleston, Mr. John Ledgewood, Mr. Mark Linder, Dr. Alan Medders, Dr. David Muse, Dr. Brian Thompson, Dr. John Thornell, Dr. Kristy Van Rensselar, Ms. Kathy Robbins (proxy for Dr. Andrew Luna), and Ms. Rebecca Walker. Dr. Steve Smith was not in attendance. Mr. David Shields, committee chair, presided and a quorum was present.

Visitors included: Dr. Birdie Bailey, President Cale, Dr. Donna Jacobs, Dr. Mary Maschal, Ms. Carole Maynard, Dr. Greg Pitts, Mr. Josh Skaggs, and Dr. Brenda Webb.

Call to Order

Chair Shields called the meeting to order at approximately 3:30 p.m. and welcomed guests.

Adoption of Agenda and Approval of Minutes

The agenda was approved as printed and the minutes from the October 12, 2011, meeting were approved as amended.

Old Business

a. Kilby School Report – Dr. Donna Jacobs, Dean of the College of Education, presented the Kilby Ad Hoc Committee Summary Report (see Attachment 1), then answered questions from the committee. Dr. Mary Maschal, Director of Kilby School, shared the cost-saving measures she has implemented such as releasing one lunchroom worker and decreasing the hours for the remaining two. Pres. Cale asked the committee to consider whether Kilby School is critical to the University’s mission and if it warrants the University’s support, i.e., does it significantly benefit or deter our students’ experiences. Chair Shields tasked the committee to digest the information and prepare for further discussion. He also asked committee members to forward questions to him and he will consolidate them and send to Dr. Jacobs for a written response.

New Business

a. Pres. Cale informed the group that he does not want the move to Division 1 to be perceived as a shift in focus from academics.

b. Nursing Faculty Line – Dr. Birdie Bailey, Dean of the College of Nursing and Allied Health, presented a request for an additional faculty line due to the increase in enrollment in the graduate program (see Attachment 2). Dr. Van Rensselar made a motion to approve the request. Dr. Calhoun seconded the motion and the motion carried.
c. Communications Faculty Line – Dr. Greg Pitts, Chair of the Communications Department, presented a request to hire a broadcast journalism/television/convergence faculty member (see Attachment 3) that will assist the department in making significant strides towards achieving national accreditation. Dr. Calhoun made a motion to approve the request. Dr. Huddleston seconded the motion and the motion carried.

d. Athletics Positions (informational item) – Mr. Mark Linder, Athletics Director, advised the committee that he plans to hire two coaches for the new sports that will be required for the Division 1 move. He is moving forward with filling the fundraising position and will soon be developing an academic advising position.

e. December Meeting – the committee determined that a meeting should be held in December.

Miscellaneous Items

a. The next SPBS meeting will be held on December 14, 2011, at 3:30 p.m. Location to be determined.

Adjournment

The committee adjourned at 4:35 p.m.

Submitted by:

Kelly Ford
Recording Secretary
Kilby Ad Hoc Committee Summary Report

Factors Influencing the Status of Kilby Laboratory School

**Strengths of Kilby Laboratory School**

- Kilby Laboratory School holds a unique and valued place in the University of North Alabama’s cultural and educational history—established as a Model Training School for the State Normal School in the 1870s. The Normal School was the first of its kind south of the Ohio River.
- Kilby students historically achieved and continue to achieve at the highest levels of academic performance as evidenced during decades of tracking the assessment of students’ test performances by the Alabama State Department of Education.
- Kilby presents a positive town-gown public face for the University.
- Kilby provides a rare resource as an elementary school associated with the College of Education and the University.
- Kilby serves as a site available for observations of children’s development and pedagogical activity, field teaching experiences for several elementary education courses, and for faculty research.
- Kilby’s strong parent, community, and UNA faculty and staff involvement enhances the educational environment at the elementary and university levels.
- The recently formed Kilby Laboratory School Alumni Association raised more than $10,500.00.
- Kilby supports faculty and staff recruiting efforts of the University.
- Kilby’s faculty provides in-service training to the surrounding community.
- Kilby reflects the University’s strategic plan goals through the service provided to the University and community.

**Threats to Kilby Laboratory School**

- Distinction as a laboratory school in Alabama does not allow special funding or flexibility in pedagogy or curricula.
- The financial requirements to sustain Kilby Laboratory School increasingly exceed funding provided to public schools by the Alabama Legislature.
- Insufficient funding makes it difficult for Kilby to maintain certain academic programs at acceptable levels even with current financial support from the University (ca. > $400,000).
• Kilby must meet emerging competitive curricula and technology enhancements offered by public school systems.

• Annual financial contributions from the University’s Education and General Budget are anticipated to increase substantially to return Kilby to the desirable number of faculty, appropriate levels of instructional library and technology resources, and to maintain and increase excellence in educational programs.

• Alabama State Department of Education suggested number of enrolled students to break even financially is 400-450. Current K-6 Kilby enrollment is 147. The maximum capacity of the current building is 150 students.

• There is no supplemental local tax base to complement state funding, as is the case with other systems. For example, Lauderdale County spends $2,286.11 per child from local tax revenues.

• There is no ongoing preventative maintenance plan to adequately provide for Kilby. Therefore, the cost of deferred and emergency maintenance continues to rise.

**Opportunities to Support Kilby Laboratory School (Future Action)**

• Internal funding and external funding are required to maintain Kilby at competitive and high quality levels. The likely source for increased funds is the Education and General Budget until sufficient external funding is achieved. (> $400,000 and increasing annually).

• The University Board of Trustees will continue to support Kilby as an integral part of the University that will receive specified levels of funding.

• A strategic plan, such as a Capital Campaign, developed collaboratively with the University’s Foundation to secure sustainable financial support is necessary.

• The newly formed Kilby Laboratory School Alumni Association will continue to provide fundraising opportunities.

This committee recognizes that any decision regarding Kilby Laboratory School has significant financial, academic and emotional ramifications for Kilby families, faculty, staff, University and Local Education Agency (LEA) partners.
Support for Additional Faculty Lines and Academic Support Staff

As the campus is well aware, proration had an adverse impact on faculty lines, both current and new. Although additional proration is still a possibility, efforts are underway to add faculty lines where possible. The following list shows the progress made to date and anticipated plans.

HES/Sociology

In 2011-12 we added a line for dual position in HES and Sociology. After a search Dr. Amber Paulk was hired effective in the fall of 2011 and currently supports both disciplines. She also has been certified as the faculty specialist for our family and consumer science program by the Alabama State Department of Education. That faculty hire was required for us to retain the program.

Nursing

In 2011-12 we will initiate a faculty search (pending SPBC and president approval) based on a new line in the College of Nursing to start in the fall of 2012. This position responds to significant enrollment growth.

Culinary Arts

In 2011-12 we will initiate a faculty search based on a new faculty line in this discipline to start in the fall of 2012. This program has experienced enormous enrollment growth and must have an additional position in support of that growth.

Interdisciplinary Studies

At the end of 2011-12 the current sociology chair will move his faculty line to interdisciplinary studies to support the rapid growth of the baccalaureate degree in that field and the anticipated approval by ACHE of the master’s degree. The BIS degree has experienced significant growth and now has over 50 majors, up from approximately 10 when it was a general studies program two years ago.

Communications

In 2011-12 we will initiate a faculty search (pending approval by SPBC) based on a new faculty line in this discipline to start in the fall of 2012. This program is undergoing national accreditation and requires a faculty/student ratio to meet standards. They have also experienced significant enrollment growth.

Sociology

In 2011-12 we will initiate a faculty search based on an existing line currently held by the sociology chair. He will transition to interdisciplinary studies.

Academic Staff
In 2012 the coordinator of the Women’s Center will move from half time to fulltime. This Center has an excellent set of programs and the current staff member is overextended. This change will address the problem.

In 2012 the administrative assistant in interdisciplinary studies will go from halftime to fulltime. The Office of Interdisciplinary and Professional Studies is experiencing significant enrollment growth and this change will address that need.
ATTACHMENT 3

MEMORANDUM

To: Dr. Vagn Hansen, Dean
    College of Arts and Sciences

From: Dr. Gregory Pitts, Chair
      Department of Communications

Date: October 28, 2011

Subject: Television/Broadcast/Convergence Journalism Faculty Position

I am writing to request approval to hire a broadcast journalism/television/convergence faculty member. The Department of Communications has offered a concentration in broadcast journalism since at least 1994 but in this time, we've never reasonably addressed instruction in television journalism with an appropriate faculty member and course offerings. As we move closer to a visit by the Accrediting Council on Education in Journalism and Mass Communication, filling this position ensures that our curriculum responds to journalism and convergence instructional needs. I believe we would be penalized by accreditors today for lack of proper instruction.

Existing faculty are not sufficiently versed in television journalism practices to meet student educational needs. There is little likelihood that current faculty can be trained to address the television journalism instruction issues while also covering other assignments. This new faculty member would teach television broadcast news writing and producing and video field reporting, shooting and editing. The latter course is also an introductory skills class for film and digital media students and a highly desirable elective for other communications concentrations and minors. Our goal is to begin to produce a student cable newscast by Fall 2013.

The department has been fortunate to identify an adjunct faculty member to teach our intro video skills course for broadcast journalism and film students. This adjunct will be moving from the area by Fall 2012. Our prospects of hiring another adjunct are dim—though I continue to look for a candidate. A new faculty member would accomplish the following for UNA:

--Address an immediate need for teaching expertise in broadcast journalism. This addresses a program accreditation need as well.
--Add to our digital technology instruction for broadcast journalism, journalism, public relations and film and digital media. The UNA campus has lagged in its embrace of video production and new media adoption. Faculty expertise supports course instruction but also benefits the entire campus community by promoting digital literacy.
--Position the department to respond to an increase in 2+2 program students from China who are expected to begin arriving in increased numbers.

Unduplicated student enrollment, from Fall 2010 to Summer 2011, totaled 424 students in communications arts and mass communication. When I exclude the faculty teaching general education speech and reduce my teaching contribution to two courses per term, our net teaching strength for courses offered to the 424 majors is about seven faculty members, a ratio of 1:60. The areas of greatest student enrollment are concentrations requiring video skills.

There is also need to begin building for the department’s future. We have good teachers and committed faculty in the department but I am often struck by the age profile. Nine of the 10 faculty are age 45 or older; the average faculty age is 54.

This new faculty member will help the Department of Communications make significant strides towards achieving national accreditation and joining an elite group of accredited mass communication programs. I do not believe we can accomplish our accreditation goal without this faculty member.