Strategic Planning and Budget Study Committee  
Minutes of the Meeting of December 7, 2011  
GUC 207

The Strategic Planning and Budget Study Committee (SPBS) met for a special, called meeting on December 7, 2011, in Room 207 of the Guillot University Center. 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. Steve Smith, Dr. Brian Thompson, Dr. John Thornell, Dr. Kristy Van Rensselaer, Ms. Molly Vaughn (proxy for Dr. Andrew Luna), and Ms. Rebecca Walker. Mr. David Shields, committee chair, presided and a quorum was present.

Visitors included: Dr. Donna Jacobs, Dr. Mary Maschal, Ms. Carole Maynard, Mr. Josh Skaggs, and Dr. Brenda Webb. There were also several visitors who were present in support of Kilby School.

Call to Order

Chair Shields called the meeting to order at approximately 3:35 p.m. and welcomed guests. He explained that the purpose of the meeting is to discuss the report of the Kilby Ad Hoc Committee, in preparation for the report to be given to the Board of Trustees at its quarterly meeting on December 12. As there is no formal agenda, he proposed the following: a financial update from Dr. Smith, answers to committee questions from Dr. Jacobs, a presentation from Carole Maynard, Kilby PTO President, and then committee discussion. The proposed agenda was accepted. Mr. Shields also thanked Dr. Chris Maynard, chair of the QEP Working Group, for his memorandum addressing the importance of Kilby to the University's Quality Enhancement Plan (Attachment 1).

Business

a. Kilby Financial Update – Dr. Smith presented a summary of Kilby revenue and expenses by year from 2007-2008 to 2010-2011 with footnotes of additional in-kind expenses that the University provides (Attachment 2).

b. Answers to Committee Questions – Dr. Jacobs reviewed the questions that were submitted to her from committee members (see Attachment 3).

c. Presentation from Kilby PTO – Ms. Maynard, Kilby PTO President, discussed the collaboration of Kilby with the University and the ways in which Kilby supports the University's mission – engaging in teaching, research, and service and how it provides educational opportunities for UNA students through class observations, internships, volunteer experiences, library use, etc. (see Attachment 4).

d. Discussion – During the discussion, Dr. Thornell stated that he believes the Board of Trustees will challenge the University to do a more in-depth study and that it is likely a work group will be formed for that purpose.

New Business

a. UNA App (Informational Item) – Mr. Shields informed the committee that AT&T has approached the University about creating an info app. The initial, start-up cost is normally
around $25,000, but because of the University’s contract with AT&T, that cost will be closer to $20,000. The money will come from current departmental budgets. No new funds will be requested for the initial purchase.

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
MEMORANDUM

TO: Mr. David Sheilds, Chair
Strategic Planning and Budget Study Committee

CC: Dr. William Cake, President
University of North Alabama

Dr. Donna Jacobs, Dean
College of Education

FROM: Dr. Christopher Maynard, Chair
QEP Working Group

DATE: December 5, 2011

SUBJECT: QEP

RE: Kilby Laboratory as Vital to QEP

It has come to my attention that your committee is currently collecting information with regards to the future of Kilby Laboratory School. I wanted to make sure that your discussions include the impact that any such actions would have on the University's Quality Enhancement Plan (QEP).

When we first began discussion of Research Literacy, which has been defined as discipline-specific research that informs quality teaching, the QEP Working Group specified that discipline-specific research varied from discipline to discipline and that research at UNA occurs in a variety of settings. For example, historical research usually starts at Collier Library; HPER research might occur on the practice field adjacent to Flowers Hall; Culinary Arts research occurs in a test kitchen at East Campus; Nursing research occurs in clinicals in Stevens Hall; Chemistry research occurs in a science laboratory in Floyd Science Building; and Elementary Education research occurs at Kilby Laboratory. It was of great concern to the QEP development team when we learned that the University was considering closing one of the oldest and most productive laboratories on campus.

Although the University officially traces its origins to the very tenuous claim of 1830, the historically accurate start date can be traced to its state charter. When UNA was first chartered in 1872 as the State Normal School at Florence, it was “the first state supported Normal School south of the Ohio River.” With its foundational mission of teacher preparation, the school immediately developed a Model Training School (later renamed Kilby Laboratory School) to be “the center and core of school life” and the “body and soul of teacher training.” According to the school’s catalog, the faculty rejected the commonly accepted idea of “Practice” school in favor of the more progressive idea of “Model” school: “The training of teachers would be very incomplete, if it should stop with academic and professional work. As a Medical College must have its hospital and daily clinic, so must a training school for teachers provide them an...
opportunity for testing their professional knowledge. This is offered in the Model School in connection with the Normal College. Here the students are assigned regular classes, and are required to exemplify the most approved methods of instruction." The laboratory environment at Florence was uniquely unstructured: "The practice rooms are open at all hours to students of all grades, thus affording each opportunities to observe the Methods of expert teachers." Preceding John Dewey’s famous Chicago-based laboratory school by almost 25 years, the Model School at the State Normal School at Florence was a leading innovator as the first laboratory school in the South and one of the first in the entire nation. As chair of the history department at UNA, I would suggest that Kilby Laboratory is arguably the most progressive and historically significant aspect of this University.

In conjunction with the Model School, a science laboratory was created for the natural sciences (1878) and a formal college library was established (1895). Clearly, there was a concerted effort during those first decades to promote discipline-specific research that was linked to UNA’s charter as a normal school for teacher training. In fact, the catalogs during these years state that instructors "stressed research skills." More than a century later, the current QEP seeks to build upon that historic mission of UNA of discipline-specific research tied to teacher preparation and expand it to every academic discipline at UNA. The University has made great strides in preparing to launch the QEP, and over the next five years, each section of campus must look for new and innovative ways to promote discipline-specific research.

Kilby Laboratory has been the home to discipline-specific research tied to teacher preparation for more than 139 years. Each year, professors and students from Elementary Education and Secondary Education conduct thousands of hours of clinical observations, hands-on practicums, workshops, etc. This not only aids in teacher preparation, but also produces research that is presented at conferences and workshops and published in discipline-specific journals. Dr. John Wakefield, Dr. Katie Kinney, and Dr. Lisa Clayton are but a few examples of the many professors who have produced research publications and presentations from their work at Kilby Laboratory.

As a laboratory setting, Kilby offers the University a controlled environment in which access, pedagogy, technology, and other factors can be dictated, which allows UNA students and faculty to "imagine, investigate, and communicate." Just as a chemistry professor would experiment in a science laboratory before testing something in a real-world environment, Kilby Laboratory offers that same opportunity to College of Education faculty and students. (Local schools do not offer a laboratory/model environment and simply practicing in local schools was rejected by the original faculty of the Normal School.) As the lone laboratory school in Alabama, Kilby Laboratory is the only research facility that is truly unique to UNA; it is also the one most closely connected to the University’s historic mission as a Normal School.

This is an exciting time at UNA. As the University continues to build more research facilities for faculty, staff, and students, research literacy will impact every facet of this campus. The new science building, which is scheduled to be constructed adjacent to Kilby Laboratory, will offer greater research opportunities for the natural sciences. At the same time one laboratory is being constructed, it would further UNA's QEP to strengthen the education laboratory and look for new and innovative ways to more fully integrate Kilby Laboratory within the University community and reconnect to the historic mission of the University that has clearly been neglected in recent years. Kilby Laboratory is vital to the QEP and, thus, vital to the mission of this University.
ATTACHMENT 2

Financial Update
ATTACHMENT 3

Kilby Ad Hoc Committee Responses to Additional Questions from the Strategic Planning and Budget Study Committee

Question 1: Could the SPBS Committee please see some examples or facts and figures that support the list of strengths mentioned? For instance, how does Kilby “present a positive town-gown public face for the University?”

Positive town-gown public face:

- Kilby faculty and PTO members set up and managed creative arts booth for children at UNA’s First Friday event;
- Participates in International student events such as Global Passport to the World Event, selling Origami to raise money for Japan tsunami victims in cooperation with affected UNA personnel;
- Supports community through regular trips to Trowbridges, Public Library, Handy Home, Wright Home, Times Daily, Pope’s Tavern, Kennedy Douglas Center, Gingerbread Players, Toyland, Ritz Theatre, Helen Keller Birth Place, Music Hall of Fame, Christmas tree farm, Tennessee Valley Art Center, Belle Monte Mansion, Florence High School Drama Productions, State Safety Preparedness Event, and local attractions such as the bowling alley, waterslide, and skating rink;
- PTO hosts a 5K run for the community;
- PTO sponsors Restaurant Nights each month - Zaxby’s, Frostbite, Rosie’s, Chick Fil A;
- Hosts visits from the US Senate, State Senate and House of Representatives, and local dignitaries, local police, and fire department;
- Classes visit and interact with residents at the Mitchell Hollingsworth Nursing Home;
- Sponsors boy scout troop and girl scout troop;
- Students participate in Art’s Alive Contests;
- Partner with Florence City Head Start;
- CDC faculty serve on the North Alabama Smart Start Advisory Council;
- Hosts Northwest Alabama Smart Start Council annually;
- Hosts Northwest Alabama Reading Council meetings.

Rare resource as an elementary school associated with the College of Education and the University:

- Serves as the primary clinical site and “best practices” model school for the 149 declared undergraduate elementary education majors.
- Kilby and elementary education faculty collaborates in the development of syllabi and field experiences to ensure the highest quality of preparation for future teachers.
- Provides a convenient venue for faculty and students with an open door policy for observations, clinicals, and sharing of instructional materials.
• Established a HPER Partnership that provides opportunities for recreation students to teach canoeing, caving, repelling, swimming, bicycling, etc.
• Provides opportunities for elementary education students to teach lessons in methods courses.
• Provides a venue for experiences and community service hours for majors in Social Work, Human Environmental Sciences, Music and Theater, Geography, Counseling, and Nursing.
• Provides a venue for honor societies and the athletic department to earn community service hours.
• Provides supervision for interns and a pool of qualified and readily available adjunct faculty for the College of Education.
• Established a model early childhood natural play space that is visited by other preschool programs and universities throughout the southeast.
• Numerous Kilby graduates have been recognized as “Promising UNA Alumni” including 2011-2012 honorees Dillon Hodges and Zach Summy.

Site available for observations, field teacher experiences, and faculty research:
The following 30 UNA professors have students observe, use the library or computer lab, or conduct clinical experiences at Kilby each semester:

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<thead>
<tr>
<th>Armstrong</th>
<th>Blount</th>
<th>Briley</th>
<th>Brown</th>
<th>Chaney</th>
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<tbody>
<tr>
<td>Clayton</td>
<td>Coates</td>
<td>Darnell</td>
<td>Dillon</td>
<td>Dumas</td>
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<td>Hall</td>
<td>Harris</td>
<td>Hulsey</td>
<td>James</td>
<td>Johnson</td>
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<td>Kinney</td>
<td>Lewis</td>
<td>Lovett</td>
<td>McCullough</td>
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<td>Prude</td>
<td>Renfroe</td>
<td>Risner</td>
<td>Shull</td>
<td>Stokes</td>
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<tr>
<td>Townsend</td>
<td>Wakefield</td>
<td>Webb</td>
<td>Young</td>
<td>Zurinsky</td>
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Strong parent, community, and UNA faculty and staff involvement:
• Kilby parents, students and faculty participate and encourage others in the community to participate in various University events, programs, and activities (e.g. UNA Distinguished Events series, sporting events, Leo and UNA’s birthday celebration)
• International student relations such as mentoring Chinese principal while attending UNA
• International students share culture through classroom visits

The recently formed Kilby Laboratory School Alumni Association raised more than $10,500:
• Established a fund within the foundation with the potential to engage in a capital campaign
• 100+ businesses contributed money, products, and services for the reunion event during Homecoming 2011
• Increased public relations with over 450 people attending the first Kilby alumni reunion event
• Created an active database and Facebook page for Kilby alumni
• Provided floats for alumni and school children for the UNA Homecoming Parade

Faculty and staff recruiting:
• Opportunities for potential faculty and staff to enroll children and/or use the venue for instruction or research have been identified as an integral part of the UNA recruitment process
• Kilby and the CDC provides a direct benefit to UNA faculty and staff through priority enrollment of employee’s children in a public school and after school program located on the work site.
• Promotes inter-department connections developed through faculty/staff interaction with Kilby and their children

54 UNA Faculty/Staff Families with Children at Kilby 2011-2012

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<tr>
<th>Armstrong</th>
<th>Ballard</th>
<th>Bergeron</th>
<th>Bishop</th>
<th>Brewton</th>
<th>Britten</th>
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<tr>
<td>Calvo</td>
<td>Chambers</td>
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<td>Clark</td>
<td>Cole</td>
<td>Collins</td>
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<td>Conner</td>
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<td>Dawson</td>
<td>Dickinson</td>
<td>Elsey</td>
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<td>Flynn</td>
<td>Ford</td>
<td>Frederick</td>
<td>Haddock</td>
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<td>Howell</td>
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<td>Infanger</td>
<td>James</td>
<td>Jennings</td>
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<td>Ramsey</td>
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<td>Robertson</td>
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<td>Saeki</td>
<td>Smith</td>
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<tr>
<td>Synder</td>
<td>Townsend</td>
<td>Vance</td>
<td>VanRensselaer</td>
<td>Vardaman</td>
<td>Yingping</td>
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Additional UNA Families Projected for 2012-2013

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<thead>
<tr>
<th>Bridgman</th>
<th>Clark</th>
<th>Graham</th>
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<tr>
<td>Gren</td>
<td>Irwin</td>
<td>Rogers</td>
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<td>Koti</td>
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<td>Willis</td>
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Number of Children at Kilby K-6 with a Parent Working at UNA

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<th>2011</th>
<th>2012</th>
<th>77 of 150 estimated enrolled</th>
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<td></td>
<td>68 of 147 enrolled</td>
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Number of Children at Kilby CDC Pre K with a Parent Working at or Attending UNA

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<th>2011</th>
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<tr>
<td></td>
<td>13 of 30 enrolled</td>
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Provides in-service training to the surrounding community:
• Secured $125,000 grant from the US Department of Education and provided professional development for over 200 teachers from Colbert County, Lauderdale County, Muscle Shoals, Tuscumbia, Sheffield, UNA and State Department of Education regional reading coach personnel in writing, technology and word study.
• Over half of the Kilby faculty have been selected to be instructor trainers for AMSTI
• Regional presentations: Southeast Regional Reading Association Conference, 2006
• Local presentations: HES 462 Class Presentation 2007, Dr. Clayton’s UNA ECE 410 class 2007, Dr. Dumas’ ECE 306, 2006, ” Hanover County Public Schools 2011, St. Bede Elementary School 2010

Reflects the University’s strategic plan goals:
• UNA Professors, including Drs. Armstrong, Clayton, Kinney, Wakefield and Webb, have conducted research projects at Kilby or with Kilby faculty
• Faculty members serving on various departmental, college, and University committees
• Faculty members serving as officers in the Northwest Alabama Reading Council
• Sample Kilby faculty and student service projects: Salvation Army Angel Tree, Donations for Tornado relief for Tuscaloosa and Phil Campbell, Animal Shelter, Heifer International Project, School supplies for Guatemala, Safe Place, St. Jude’s Jump Rope for Heart, Water Well Project for Zimbabwe, Local Food Pantry, Walk for Diabetes Association, Nets for Life, Japanese Tsunami Relief Efforts

Question 2: Could she also please explain how she arrived at the figure of $8 million to sustain Kilby each year?

To clarify, the figure was based on an endowment. The Advancement Office indicated that 5% of an endowment is available for “current use” purposes. At 5%, an endowment of $8 million would generate the $400,000 that is currently being provided as a subsidy for Kilby.

Question 3: What classes or disciplines utilize Kilby for observation, clinical, internship, community service, etc?

30 different UNA professors have use Kilby as an observation, research, demonstration, and/or library site. See specific examples above.

Question 4: Is Kilby being utilized in research projects by faculty?

Yes, see examples above. Some of the research findings have been presented by UNA and Kilby faculty at state and national conferences.

Question 5: If Kilby closes, what does this mean for all these hours of observation, clinical, etc.? Are local schools as accessible? What type of burden will this lack of access place on UNA students for
travel cost and time? Will closing Kilby discourage observations hours (hands-on experience for UNA students)?

Yes, the clinical hours could be completed at other area schools, but the convenience of scheduling experiences would be significantly impacted and the control of experiences would be lost. All institutions in Alabama that prepare teachers must document the required pre-internship clinical hours for each candidate. If Kilby closes, UNA would be required to expand current partnerships with area schools and enter pre-planned agreements to ensure all state requirements are met.

Question 6: Is there anything else that Kilby can do to maximize the benefit to the University? Is the University utilizing Kilby as effectively as it can?

- Possibilities are endless and also could be developed in such a way that the students could follow the research projects and collect data their entire career at UNA.
- Kilby will greatly support and enhance the QEP by providing practitioners to work side by side with other UNA faculty to supervise and collaborate with students and support their research efforts, as we take them from that of passive learners to active learners in the elementary classrooms.
- Faculty at Kilby and the Child Development Center could assist UNA students in the development of a research project, implementation, data collection, and completion of the research portfolio.
- Teacher education majors could expand and enhance their experiences through tutoring and enrichment opportunities with Kilby students.

Question 7: Do the local schools charge any fees (supply, technology, lab, music, art, etc)? Are there any fees we can charge back to the parents (directly or indirectly through the Foundation) such as a technology fee or facility fee?

- Alabama Code § 16-10-6 Incidental fees in elementary schools. No fees of any kind shall be collected from children attending any of the first six grades during the school term supported by public taxation; provided, that any county or city board of education shall be authorized to permit any school subject to its supervision to solicit and receive from such children or their parents or guardians voluntary contributions to be used for school purposes by the school where such children are attending; provided further, that the provisions of this section shall in no way affect or restrict the right or power of a school board to fix and collect tuition fees or charges from pupils attending schools under the jurisdiction of such board but who live outside the territory over which such board has jurisdiction.

Question 8: Has the case been made that Kilby needs more state funding to our state representatives since we do not receive full funding per student as the Lauderdale county students? Why does Kilby not receive the same level of funding? [In the “Kilby” Handout, it states that Lauderdale County expends $2286.11 per child from local tax revenues. Roughly, this means Kilby is missing out on a little over $336,000 in funding.]
Kilby does receive full foundation funding from the State of Alabama through Lauderdale County. We are not eligible for local tax revenue from either Lauderdale County or Florence City Schools as these funds are allocated directly to the respective school board for distribution among the schools within their jurisdiction. Although the State reports local funds on a “per student” estimate, the funds are not allocated on a “per student” basis. UNA, as a public higher education institution, is not eligible for a portion of this local tax revenue.

**Question 9: UNA has a history of subsidizing Kilby. If Kilby continues, what is the acceptable level of subsidy?**

The ad hoc committee is not in a position to answer this question.
ATTACHMENT 4

PTO's presentation