Team 3 – Group Updates

Faculty Town Hall

Mike Lewis, Ph.D. – Provost

Chris Rollins, J.D. – Faculty Senate President

Groups A-D Co-leads

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Overview for the Long-Term Planning Work

Team 3: Academic Size and Structure (FY26/FY27 and Beyond)

Group A
Faculty Workload Assignment

Group B
Program Viability and Curricular Management

Group C
Policies and Procedures

Group D
Institutional Size and Scope

Team 3 Members: Leaders of Groups A-D (includes Faculty Members), staffed by Provost's Office

Groups A-D: Co-led by a Faculty Member and a Dean, 4-6 Faculty Members, staffed by Provost's Office

CGS Work: Led by AP for Graduate Education, Dr. April Trees; work is pertinent to all four groups

Council of Graduate Schools (CGS) Work

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Team 3 – Overall Charge

- **Saint Louis University, like almost all institutions of higher education today, finds itself needing to dramatically reimagine:**
  - whom it serves in the contemporary state (and foreseeable future state), and why
  - the nature, scope, and size of our portfolio of academic programs
  - how many faculty, and with what expertise, are needed to fulfill our Jesuit-inspired Mission via our academic programs, scholarly work, and service commitments; this includes addressing the distribution of faculty work across these interdependent institutional commitments

- **Team 3 will focus their work on the following operational areas:**
  - Faculty Workload Assignment
  - Program Viability and Curricular Management
  - Policies and Procedures
  - Institutional Size and Scope

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Group A – Faculty Workload Assignment

- The ***University Workload Policy*** workgroup is comprised of 6 members from academic units (two additional from the Provost office for support) spanning schools and colleges on north and south campuses
  - o The workgroup meets twice a week with assignments between meetings
  - o The workgroup discussed strategy/plans for policy revisions

- The workgroup (as part of *Impact 27*) has been charged to review the current university workload policy and update the following:
  - o **Definitions of faculty**: teaching (intensive), teaching and research, and research (intensive)
  - o The **minimum workload standards** for each of the categories (above)

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Group A – Faculty Workload Assignment

- **The University Workload Policy workgroup has access to the following resources:**
  - Recommendations from the Faculty Senate Governance Committee Policy Workload Report
  - Institutional research data from the Office of Institutional Research
  - Current Saint Louis University policies (i.e. Faculty Manual)
  - A collection of current school, college, and department workload policies
  - Workload policies from other institutions (varied)
  - University staffing, university leadership, facilities

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Group A – Faculty Workload Assignment

- The "current" university workload policy is referenced as a starting document. Aspects of the current university workload policy:
  - were reviewed for clarity
  - were cross-referenced (where appropriate) with relevant university policies
  - included discussion from the Governance Committee Workload Policy Report

- A revised university workload policy draft to be shared with the Provost and CADD
  - With the workload policy review, some items brought forward by members of the university workload policy workgroup were beyond the scope of the current charge. These items were discussed and shared as recommendations with the Provost (Dept. Chair training, implementation, monitoring, etc.)
  - A list of frequently asked questions (document) developed by the workgroup are shared with the Provost

- Next Step: The revised university workload policy draft will be discussed with CADD

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Group B – Program Viability/Sustainability and Curricular Management

- **Charge:**
    - Review and help finalize a policy and process for Program Viability and Sustainability, for implementation in the current academic year.
    - Develop recommendations for determining feasible class size minimums and maximums.
    - Develop guidance for academic leaders to support review (by program faculty and chairs) of key curriculum elements, including the nature and distribution of academic requirements, concentrations, etc. The goal is to identify curricular bottlenecks, curricular redundancy, and unnecessary curricular complexity.

- **Timeline:** The work of this group, as related to curriculum management (including disciplined cancellation of low-enrolled courses and reassignment of related faculty work), must impact the 2025-26 schedule of courses. The timeline for the remaining work of this group will be set as the group proceeds.

Group B – Program Viability/Sustainability

- **Update 1:** Policy and Process for annual review of Program Viability and Sustainability (PVS)
  - Provost's office provided initial draft of process for committee review
  - Committee did significant review, reorganization, and modification of PVS draft
  - *Committee to provide CADD with final version for review at December CADD meeting and approval in January*

- **Update 2:** PVS Keys
  - Process is data-based and allows for unit-level input throughout
  - The process addresses programs for both viability (potential program termination) and sustainability (rapidly growing, needing expanded support)
  - Financial issues are addressed at the unit level, while academic and student-centered evaluation is aimed at program review
  - The process is a three-stage process: The first stage is a data-based annual review of all programs and units on campus by a faculty committee. The second stage is a deeper review by a committee of all campus Deans. The third stage is a final review by a committee of faculty and associate provosts
  - Process results in a set of recommendations to the Provost who makes the final decision

Group B – Program Viability/Sustainability

- **Update 3:** Curricular review (Spring 2025)
  - Develop guidelines for minimum course enrollments for undergraduate and graduate courses
  - Identify curricular redundancies and inefficiencies
  - Support full-time faculty teaching across the undergraduate curriculum, including freshman

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Group C – Policies and Procedures

- **Charge:** Review a variety of university policies, procedures and other documents to ensure the institution's values for teaching, research and service are reflected in how SLU recognizes and rewards excellence, in an equitable manner, in all areas of faculty work. This includes:
  - Review the *Faculty Manual* and college/school/department promotion and tenure guidelines; develop guidance to update P&T criteria
  - Review the policies and approaches for awarding administrative stipends, additive pay, course releases, and related compensation practices
  - Review the University Sabbaticals policy, as well as the variable approaches across colleges and schools in how sabbaticals and other professional development leaves are awarded
  - Develop a University-level policy to guide the design and awarding of various professional development leaves at the college/school level

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Group C – Policies and Procedures

- **Motivation:** During the past couple of years, there have been changes in the landscape of higher ed broadly and at SLU specifically. This group should consider whether policies need to be adjusted accordingly. The Provost's Office has encouraged us to think more holistically about our contributions as faculty. The research we conduct should be demonstrably impactful and our policies should overtly value teaching.

- **Timeline:** While the work of this group should proceed as quickly as possible, any policy creation/revisions will follow the University procedures for adoption of policies, and this will impact the timeline.

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Group C – Policies and Procedures

- **Update 1:** Review the University Sabbaticals policy, as well as the variable approaches across colleges and schools in how sabbaticals leaves are awarded

- **Update 2:** Develop a University-level policy to guide the design and awarding of various professional development leaves at the college/school level
  o Recommended language adjustments sent to the *Faculty Manual* Committee
  o Chairs and Deans are being surveyed on Sabbatical and Developmental leave usage/challenges
  o Sabbatical and Developmental leave policy being updated

- **Current Conversation:** Do we need to do anything to clarify the language around sabbaticals and/or other leaves, with respect to objectives and deliverables and expectations? Do we need to make it clearer that such leaves are NOT limited to scholarly work?

- **Spring 2025 work:** examination of stipends/course releases, and development of P&T guidelines for colleges/school/departments to value teaching-intensive workload as well as research.

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Group D – Institutional Size and Scope

- **Charge:** Group D will consider the optimal size and structure of SLU's academic enterprise, given our Mission and fundamental institutional priorities and commitments. Areas of consideration should include:

    o The optimum institutional size and relative proportion of undergraduate and graduate students.

    o Recommended targets of the number of research-focused graduate programs relative to the number of non-research focused graduate programs. Institutional research priorities should inform these targets.

- **Timeline:** The work of this group should be completed by the end of the 2024-25 academic year, and should form the cornerstone of ongoing, long-term institutional and academic strategic planning that should be updated regularly.

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Group D – Institutional Size and Scope

- **Update 1: Examination of Scope and Deliverables**
  - Propose Strategic Macro-Level Recommendations on SLU's Academic Size
  - Develop Guiding Principles for Academic Re-/organization
  - Develop Three Potential Models for Academic Re-/organization

- **Update 2: Development of Process and Working Timeline**
  - Establish Objectives and Scope
  - Document Review and Problem Statement Development
  - Data Collection and Analysis
  - Stakeholder Engagement
  - Evaluate Current and Future Needs
  - Develop Scenarios and Models
  - Formulate and Present Recommendations

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Group D – Institutional Size and Scope

- **Update 3: Data Collection**
  - Meeting with Office of Institutional Research (OIR)
  - Tableau Dashboard Access
  - Institutional Post-Secondary Education Data System (IPEDS)
  - Enrollment Management
  - Additional data as recommended by stakeholders

- **Update 4: Semi-Structured Interviews**
  - Administrative Leaders – Academic (December-January)
  - Administrative Leaders – Non-Academic (December-January)
  - Other Stakeholders (January)

Questions / Comments