

Faculty Senate Minutes
4 September 2024
Student Government Chambers (UC 225)

Senate Leadership in Attendance

Andy Milson, Chair
Rhonda Prisby, Chair Elect
Adam Annaccone, Parliamentarian
Whitney Russell, Treasurer
Kathryn Warren, Secretary

Senators in Attendance, followed by the unit they represent
(Department for TT, College or School for NTT)

George Alexandrakis	Bioengineering
David Ardit	Sociology and Anthropology
Amy Austin	College of Liberal Arts
Alan Bowling	Mechanical and Aerospace Engineering
Kim Breuer	College of Liberal Arts
Janet Burka	Libraries
Christopher Chambers-Ju	Political Science
Heather Charles	College of Science
Imre Demhardt	History
Thomas Dombrowsky	College of Nursing and Health Innovation
Carlos Donjuan	Art and Art History
Tom Graca	College of Business
Yaowu Hao	Materials Science and Engineering
Darlene Hunter	School of Social Work
Joowon Im	Landscape Architecture
Penny Ingram	English
Song Jiang	Computer Science Engineering
Theresa Jorgensen	Math
Carie Kapellusch	College of Liberal Arts
Vinayak Kaushal	College of Engineering
James Kelsay	Criminology and Criminal Justice
Cynthia Koomey	College of Nursing and Health Innovation
Andrzej Korzeniowski	Math
Laura Kunkel	College of Nursing and Health Innovation
Catherine LaBrenz	Social Work
Joohee Lee	Teacher and Administrator Preparation
Stephen Mattingly	Civil Engineering
Fred MacDonnell	Chemistry
Rachael Mariboho	College of Liberal Arts
Jessica McClean	Libraries
Hyejin Moon	Mechanical and Aerospace Engineering

Joyce Myers	College of Education
Kaci O'Donnell	College of Liberal Arts
Mark Pellegrino	Biology
Cindy Plonien	College of Nursing and Health Innovation
Alejandro Rodriguez	Public Affairs and Planning
De'An Roper	School of Social Work
Ritesh Saini	Marketing
Phillip Schroeder	Theatre Arts
Aaron Smallwood	Economics
Dan Trott	Kinesiology
Regina Urban	Undergraduate Nursing
Jack Unzicker	Music
Venu Varanasi	Graduate Nursing
Nilakshi Veerabathina	College of Science
Rachel Voth Schrag	Social Work
Logan Watts	Psychology
David Wetz	Electrical Engineering
Richie White	College of Liberal Arts
Shelley Wigley	Communication
Naoko Witzel	Linguistics
Tim Wunder	College of Business
Xinbao Yu	Civil Engineering
Leaf Zhang	Educational Leadership and Policy Studies

Ex officio Members in Attendance

Jennifer Cowley, UTA President

Tamara Brown, UTA Provost

Minerva Cordero, Vice Provost for Faculty Success

Guests

Shanna Banda, Assistant Vice Provost for Faculty Success

Jackie Fay, COACHE Steering Committee Chair

Ann Hawkins, Associate Vice Provost for Faculty Success

Drew Miller, Dean of Students and Senior AVP for Student Affairs

Annie Nordberg, Social Work

Jayarajan Samuel, Information Systems and Operations Management

Orlando Torres, *Shorthorn* reporter

Meeting called to order by Faculty Senate Chair Andy Milson at 2:30 pm

Announcements and Updates

- Chair introduces officers and welcomes new Senators
- Orientation to Senate procedures
 - Teams will be used to share documents and committee reports; Senator should enable their notifications

- Most important responsibility as a Senator is to share what you're learning in the Senate with the faculty you represent—and to convey their questions and concerns to the Senate; you can also relay those to your PAC representative
- Meeting structure this year:
 - First 30 minutes or so like a flipped classroom structure. Committees will make their reports on Teams, and during the first 30 minutes there will be a discussion about what was shared on Teams or what's brewing in units.
 - Q&A with President and Provost
 - Break
 - Guest speakers
- Committee assignments and roster are available on Teams; check the roster for accuracy and let Andy know if something is wrong.
- Whitney Russell, Treasurer: after processing August travel applications, 40% of the allocated funds (\$34K of \$90K) have been expended. So faculty interested in applying for travel support should do so soon.
- May minutes approved by acclamation

COACHE Faculty Job Satisfaction Survey; Jackie Fay

- The survey last ran in 2021
- Senators should be ambassadors for the survey
- What is COACHE?
 - Acronym stands for Collaborative on Academic Careers in Higher Education
 - [Research-practice partnership at Harvard](#) est. 2003
 - They run a faculty job satisfaction survey
 - The survey is independent of any institution implementing it
 - Over 300 colleges and universities use it, so it's a big comparative data set for peer and cohort comparisons
 - Branching survey with over 200 questions (20-25 minutes to fill it out)
 - Data-based approach to improving faculty satisfaction
 - Almost 13,000 faculty completed the survey across the US in 2022; powerful data
- We will implement it in AY 2024-25; launches in February
- COACHE v. Gallup
 - Gallup is the employee *engagement* survey; COACHE is a *satisfaction* survey (measuring different things)
 - COACHE only surveys full-time faculty, not staff; Gallup surveys all employees
 - COACHE is longer and is branching, with questions appropriate to particular roles
 - The report from 2021 is available on the [UTA COACHE website](#)
 - Will be administered every four years; Gallup will be administered every two years
- History of COACHE at UTA
 - First time was 2021
 - Faculty Senate took the project on; "a survey by faculty for faculty"
 - We had the highest response rate in the cohort in 2021
- Senators can help with communication

Division of Faculty Success; Minerva Cordero, Ann Hawkins, Shanna Banda Remarks from Minerva Cordero, Vice Provost for Faculty Success

- Listening sessions underway to find out about the support that faculty are receiving in their teaching (distributes flyer with QR code)
 - Particular sessions for different ranks
 - Faculty are invited to register for one and attend in person; two will be conducted via Teams
 - There is also a [quick five-question survey](#) for faculty; another version of it will be shared with chairs and deans

Remarks from Shanna Banda, Assistant Vice Provost for Faculty Success

- Joint initiative with Academic Professional Track (APT) Faculty Committee
- A team of five went to the AAC&U (American Association of Colleges and Universities) over the summer and came back with new ideas for how to invest in APT faculty (and faculty in general)
- Will continue forums with APT faculty and expand into additional listening sessions
- Will expand professional development opportunities, particularly learning how to tell your story
- Working on documentary about teaching excellence

Q and A with President Cowley and Provost Brown

Remarks from President Cowley

- Update on enrollment and its impact on merit pay
 - Ended spring with “optimism and caution”; wanted to be able to afford merit. Concern around FAFSA rollout and financial aid; concern about downturn in international enrollment driven by played-out surge in post-COVID enrollment
 - Good news: Overall enrollment up by 0.7%; SCHs up 2%; bad news is where the credit hours are/in what groups
 - FTIC (first time in college) students down about 1%; projection was up 5% (shift largely attributable to FAFSA problems); from a revenue perspective, had counted on being up
 - A week and a half out from beginning of semester, we still had 20% of freshmen not registered yet; there was a need to create extra sections
 - In the category of “worse than expected”: new graduate student enrollment down 20%, almost entirely due to international student enrollment. International students bring in about 3x as much revenue as 1 domestic student. Had predicted downturn, but not of this magnitude. This is a national trend.
 - Softening of computer science job market contributes to this trend.
 - International students net down 11% (about 695 students from last year to this year)
 - Up about \$6.6 million in revenue for the year
 - Paid for benefits increase, raises for newly promoted faculty, and utilities, which cost \$3.3 million, leaving another \$3.3 million for merit
 - Every 1% of merit pay costs \$3.1 million
 - We *are* doing merit, but 1% of merit (which is what we could afford with the \$3.3 million of revenue left) is not adequate.
 - Had enough money for a 1% merit increase; to increase that, did reallocation (pulling money back from non-academic units), which got us to 1.5% merit increase; the remaining 0.5% will be filled with one-time cash (taking the risk)

- Merit increase will be effective Nov. 1; saving \$1 million this year by waiting until November
 - Borrowing from the future and hoping to make up 0.5% with spring enrollment; if not, can make further reallocations.
 - Doing merit, but that means there's no money for anything else.
- UTA at the Olympics and Paralympics
 - Austen Smith, an aerospace engineering student, won silver and bronze medals in skeet shooting at the Olympics
 - UTA alum Brent Lakatos just won the silver in wheelchair racing at the Paralympics (for Team Canada)
 - Our tennis coach did not place
 - Half of all Texans participating in the Paralympics are affiliated with UTA!

Remarks from Provost Brown

- Importance of filling out Remote Work Agreements (RWAs)
 - Not just for staff
 - When faculty do fieldwork or accept Fulbrights—any extended period of time in a remote place; the amount of time where it becomes an issue varies by country (e.g., “60 tax days”)
 - Current practice, too often, is that faculty don't fill it out, or they fill it out as they're leaving
 - Faculty have been entangled in some unfortunate situations that can be avoided (having to do with tax revenue, for example: individuals owing taxes)
- Dean searches
 - Honors College; first round interviews the week of October 10; finalists to come to campus in November; search proceeding with input from Faculty Senate ad hoc committee on Honors College
 - CONHI; job posted; search firm conducting listening sessions this week and next; committee will review applications in October, ideally; on campus interviews in early spring
- Also searching for leader for Ft. Worth campuses (downtown and UTA-West); hoping for interviews late this year or early next
- Importance of increasing PhD enrollment
 - It's a lagging indicator connected to Carnegie R1 status
 - Expectation is graduating 200 PhDs a year on a consistent basis; we've fallen from that in recent years
 - Working to increase admissions of PhD students to make sure that we stay north of 200 on a consistent basis; right now we're moving in the wrong direction
 - 2022-23: graduated 170 PhDs
 - 2023-24: graduated 160 PhDs
 - Part of the strategy at high watermark was helping those who had started finish; those people have finished now, so we have to scale up admissions and keep up the work on recruitment and retention
 - We need to attract students from other places and increase the number of our own students who stay on and finish

- Strategy: increase research involvement of undergraduates in our programs (e.g., summer research opportunities, McNair Scholars)
- Retention and timely completion both matter a lot for turning this around.
- **President Cowley:** Enrollment this fall up by 1 PhD student. Not enough. We added about 20 additional TT faculty this fall, and research expenditures are up 7% (new money flowing through); some of that money should be supporting doctoral students, but we're not seeing the connection points; we're trying to address a number of pieces of the puzzle, but it starts at the department level. We need to be very intentional. The strategic plan goal for PhDs is 250/year.
- RISE 100 postdocs
 - Call will be going out in mid-October (Oct. 15 or so)
 - Proposals will be due early December (Dec. 2 or so)
 - Decisions will be released early spring; ideally, postdocs would start over the summer
 - Last time, there was a short timeline and turnaround; this time it's a more typical cycle
- New initiative: campus-wide conversation on AI across the curriculum
 - To prepare students for workplace, odds are it's going to be an AI-powered workplace (tools, strategies, approaches)
 - Companies will want employees who have some exposure and experience there
 - We want to prepare students for careers, and AI is part of it
 - Campus-wide approach, institution-wide restructuring of the curriculum
 - We want to be able to say that all students who graduate from UTA have some AI exposure, regardless of the major; type of exposure will depend on the student's field
 - Asks faculty for input: is this a direction we want to go? Faculty in room voice support/interest.

Senator: It's important for the engineers, not just humanities majors, to have conversations about the ethics of AI.

Senator: You mentioned exposure to students; I'd extend that and say exposure to faculty and staff as well.

President Cowley: We have an AI taskforce at the institutional level, looking at our operations. Looking at how to strategically invest in AI resources in an integrated way.

Provost Brown: Some of the guidelines the committee has come up with offer best practices on what *not* to do, given, for example, FERPA. Things you *don't* want to upload into these tools.

Q and A

Senator: With respect to AI, go slow with that. Engineering people are afraid to say anything about it because it sounds like a big, huge thing. I can tell you that my students—I have worked in that area, and I try to get students to work on it. My students didn't want to. I eventually had to drop it. Don't go whole hog. It has uses, but go slow, be careful about how much you put in it.

Senator: From education—our students use ChatGPT. We discuss how we're going to detect it. Students are writing like textbooks. We're glad for the syllabus template's AI policy. I love that. It's already there. For our discipline, it's already there, and we have to use it and think critically about it.

Senator: I'm coming from a different perspective. In nursing and the healthcare world, at every level, it is moving fast. It's being implemented, and our graduates are expected to jump on and go. Last night the DNP program (Doctor of Nursing Practice) had a podcast featuring an AI CNO (Chief Nursing Officer). So that's just how fast it's going in healthcare.

Senator: We are piloting in six of our freshman core classes teaching students how to ethically use it. They already are. They want to learn how to use it better and learn.

Senator: You'd said you hoped it would change in the spring, but as of now it's 1.5%. Is that correct?

President Cowley: Merit is 2%; we can afford to pay for only 1.5% of that. So we're using short-term cash to cover that 0.5% gap for this academic year, but we will have to come up with that 0.5% next year for that raise to persist. So our hope is that spring enrollment will come in better than projected. Our transfer numbers are significantly better than we had projected, so if that continues into the spring, we may be able to fill that half-percent gap. Otherwise we'll be looking at reallocations to fill that hole.

Senator: Do we have data from peer universities about graduate international admissions?

President Cowley: Yes. Everyone is down nationwide in international students, and it's all India. UTD is net down in enrollment compared to last year; they have a larger percentage of international students than we do. UNT was expecting to down 600 international students. It was all one geography, almost all one major, and all very quick. Our international numbers are back where they were roughly in 2019 (a little up from that). We had a giant bubble of people who deferred from 2020-21 and showed up in 2022 that are graduating. We had mis-projected the increase that was happening in that time period. We assumed our percent growth was higher than it actually was, which resulted in this mass decline. We probably would have still seen that growth had it not been for the significant softening and poor placement outcomes for students graduating from computer science programs last year. Word gets back, and students investing that kind of money want to know they'll have opportunities at the outcome. Some of the softening of the market is due to a large number of people graduating all at once, rather than a more regular cycle. We do have international recruitment strategies, so we're seeking to continue to grow that international enrollment.

Senator: You mentioned numbers of PhD students, and our department has been discussing this issue. We really need upper administration's help. Like with student pay. If students can't afford to live off their stipend, they're going to get a job, and they won't come to grad school with us. Now that they have insurance, things seem better. But it's also that PhD is a different phase from Master's. They want specialized classes. PhD students have different interests, and we offer specialized classes, but sometimes we can't run them because we don't have 5 students per class.

(the floor). If that could be changed, that would be helpful, because students don't want to spend 5 years to get a non-specialized education. They want to come to UTA to get a specialized education, but sometimes that means they might only have 2 other peers to take the class. How much is upper administration willing to change so that we can recruit better and say we can actually offer training so that they have some specialized skill?

President Cowley: It's a give and take. You're recruiting students who have a variety of interests, which you could reasonably predict will result in your classes not making, and so some of that is a department decision about what areas are you going to recruit into. On the flip side, we have made substantial investments in growing doctoral student pay and adding benefits. We're not able to do more of that this year because the highest priority was merit. The hope is this is an off year and that we'll be in a better position to continue to make improvements. Those are also decisions at your college level about how they allocate resources and how much they prioritize investment in our graduate students, so I think it's a unified partnership. We can't solve all the problems because we don't recruit the students; you recruit the students. We can help by adding things like insurance, improving our graduate fellowships, other kinds of opportunities to help make it more attractive for graduate students to be here.

Provost Brown: Let me add a contextual piece and how we compare to R1s nationally. If you look nationally at R1 universities on average, 50% of grad student packages is covered by the institution and 50% by external funding. That's the typical arrangement. At UTA, the institutional commitment is 80%. UTA, in terms of institutional commitment to support graduate students, we're doing more. The ability to stretch even further, from an institutional standpoint, is limited. We're very far out of alignment in terms of how graduate packages are paid for nationally at R1 universities.

President Cowley: You can imagine, if we had that 30% coming back, we could create more graduate student positions and increase pay, but if we're going to continue to cover 80% of all our graduate students, it's going to be very, very difficult to make progress across the board. So again, that's a partnership. We've asked what percentage of our grants are going out the door that include graduate student funding in them. It is a far smaller portion than we should be seeing. So that's the help of our PIs and being cognizant that supporting graduate students is an important priority as we're writing grants. As we do more of that, it reduces the impact on the institutional funds and allows us to reinvest that in graduate student support in filling gaps where we know we need to make an impact.

Senator: As a PI, I am often decreasing my time significantly on projects to be able to fund a PhD student. I do this, and my colleagues do as well, but then when we talk about merit, and the lack of increases in PI salaries and faculty salaries, I'm curious about what type of incentives might exist to retain and reward the faculty who are consistently funding PhD students.

President Cowley: Kate Miller (Vice President for Research and Innovation) has a pot of money for allocation that hasn't been designated, and the question is what to prioritize—for centers, for matching funds to help support major graduate training grants, that sort of thing. So that's a question mark that's in the mix. If you're going after a grant to fund 5 grad students, could we provide cost share, which would allow you to expand the impact and perhaps be able to provide

more summer support for your PIs on the project or whatever the case might be. It's an awareness of what we can do and pull the right levers to create the right environment for you to be successful.

Senator: This year we had a lot of international students accepted who had visa issues. Almost 1/3 didn't make it because of visa issues. Was that across the board?

President Cowley: There were two countries impacted. One was Bangladesh (due to an implosion of the government; embassies closed); for those students, we reached out to those students. Many of them, we could defer their admission and financial aid to the spring. 250 students from Bangladesh. Another was India. There were delays in India. US embassies had turnover that delayed visas getting processed. International office monitors those. For students from Africa, there's a very high denial rate. For example, Nigeria.

Senator continues: To speak to the Senator's concern: as a former department chair, I'll say that chairs can tell their faculty that they will subdivide the merit pool and look at faculty members' three-year average of supporting graduate students, and that's going to be a factor in how merit gets allocated.

Our Next Frontier: UTA West, President Cowley and Provost Brown

- Ongoing capital projects (President Cowley)
 - Research facilities: at UTA Research Institute, on the east side of Fort Worth, preparing to construct a netted drone facility, a three-story-high netted facility with a trailer-like observation deck. Expectation is that construction should be complete in early 2025; will expand drone research activity (previously it was all indoors); we are in consideration for \$8 million grant opportunity through NASA because this facility is coming online. Opens up another set of grants we can be competitive for.
 - Two temporary modular buildings going in at Center Street and Mitchell (\$6 million project); those are intended for research expansion in engineering; growth in faculty and squeezed for space—an interim solution to provide additional square footage until another research tower can be built.
 - David Wetz, faculty member in electrical engineering, going to build a facility to do testing of naval shipboard power systems on Pecan Street
 - Maverick Hall, next to West Hall, well underway (new residence hall): 650 students, complete by next August; long waitlists for on-campus housing
 - Greek Life Center under construction on Greek Row; there are 20 Greek organizations on campus that don't have a house; opportunity for them to have a meeting space
 - Life Science Building currently under construction (an addition as well as a renovation of the existing building); massive challenge in terms of managing the budget; extreme cost escalation due to the labor market for construction and deferred maintenance costs.
- Planned projects
 - University Center renovation. Last spring students voted in favor of a renovation and reconstruction of the UC. Everything from the dining hall to the east is staying; everything to the west will be demolished and replaced with a three-story building

- addition to the UC; will allow for additional meeting space and dining options; under construction starting next winter break (2025-26).
- In planning for the old Social Work building; being occupied by city of Arlington; city is helping with financial resources to redevelop the site. Exploring hotel conference center. In conversations with the city to figure out if there's a way to move that forward.
 - In next legislative session, will be asking for support for fine and performing art complex; have not had any indication that the state is going to plan to do building projects. They make those decisions late in the session, though.
- UTA West
 - Background and context (past two years or so): Board of Regents wanted UTA to have a plan for regional impact and a plan for Fort Worth; Board and Chancellor liked the Go West project best and decided to support it.
 - Context around the “why” of the project
 - There has been more on campus enrollment in recent years and a decline in online enrollment; overall enrollment relatively flat in the last five years, but there's been a shift in the kinds of students who are enrolling
 - But growth in enrollment is coming to an end.
 - Top 10 feeder districts (which account for 60% of our enrollment) have seen a decline in enrollment of about 15% in the last 10 years in lower grade levels; next year will be the peak number of high school graduates; decline is going to continue and worsen; Arlington ISD lost 15,000 students, projecting to lose the same number soon (district has 60,000 students, so the drop is huge). Surrounding suburban districts experiencing the same kind of declines.
 - Driven by decline in birth rates in the state of Texas that were below a sustainable level; statewide projections for enrollment among high school graduates over the next ten years, can expect a 1% growth over 10 years in Texas, and it's not evenly distributed (Rio Grande Valley has higher birthrates than DFW, for example). Demographically, we're in a good region because we have in-migration from California and other states.
 - But that in-migration is not happening in Arlington or anywhere around it. We are seeing declines instead. For the average public 4-year university, 50% of students come from within 20 miles of campus. For us, 60% of students come from within 20 miles.
 - Challenge: we can't do anything about birth rates. How do we maintain our strength? A huge portion of our enrollment is place-based. Growth in school districts is happening in periphery districts at edge of metropolitan area.
 - 20-mile radius around major universities in our region—lots of overlap in DFW (UNT, UTD, UTA, Texas A&M Commerce). The market has peaked.
 - Percent of students in TX who pursue college after high school has declined. 50% a decade ago, now 44%. Declining numbers of students pursuing postsecondary credentials (including community college, trade school).
 - Where should we go to capture more of the place-based enrollment? How to raise recognition of UTA? In looking at where development is happening, it made sense to move out west.

- Parker County is poised to grow; Palo Pinto, Hood—could become destination for those students too
- Land is at intersection of I-20 and I-30; right off the interstates; visibility
- Building will be phased in; start with a building that will have a park nearby

Senator: Will there be public transportation?

President Cowley: We have a meeting with the transit service of Ft. Worth to talk about having a park and ride location to have transit access into the city. There is not transit service out there today. The Trinity Metro stops at 820 (no further west).

- Will finish campus master planning; working on infrastructure funding (Ft. Worth gave \$4 million to support some initial costs)
- Developer putting in roadway now
- Working with TX DOT on access points
- Launching awareness campaign in area asking residents what they want
- Storefront in Willow Park to open in early 2025: landing spot for recruiters
- Academic planning—need to decide what academic programs are going to be in West Campus. Two requirements:
 - That there is workforce demand in that area. Have been reaching out to partners and asking who we should connect with (e.g., Cook Children’s, which has a state of the art sports medicine facility; could be an opportunity for having an athletic training program there that could use our flexible space and their facilities as shared use)
 - Starting with one building, with maximum flexibility. Cannot house everyone. What majors can share space? What’s flexible from a space perspective?
 - Provost leading conversation with deans to ask about staffing requirements and student demand; trying to figure out which programs make most sense to start with; want to finish up academic planning this academic year
 - Have had very positive feedback from companies that are there or preparing to go out there; e.g., semiconductor company getting ready to built a facility in Aledo
 - Starting with upper division and graduate programs; need feeders; planning a meeting with Weatherford College in October
 - Community engagement: want to be seen and visible as a partner; collecting stories about what we’re already doing with companies and organizations out in that region already

Senator: I understand that this is fertile ground. How exclusive is our claim to this fertile ground? Are other institutions rolling out similar plans? Is there competition?

President Cowley: We recognize there would be competition if we didn’t strike first. We’re the closest comprehensive, four-year university. Most of those students have been going to Tarleton State, which is 50 miles away but is perceptually closer. Tarleton State has a branch campus, but it’s on a toll road 30 minutes away from the campus we’ve chosen to their campus, so that’s a limiter. So Weatherford College (a community college) is there, but there’s no other four-year

university. Could that change? Possibly. But this is a substantial investment in the future to say we're going to establish a whole campus. Our staking the claim positions us well to prevent competitors from coming in the near term.

Senator: Structurally are you seeing the programs continue to be housed here in Arlington and servicing that campus. How will this work in the long term? Are we hiring new faculty and staff?

President Cowley: It will still be a UTA degree and UTA faculty. We'll have some faculty whose location is at the west campus and some who teach one class out there. It's going to require a mix of adjuncts and existing faculty to support the teaching need there. We've already analyzed who lives on that side of the region, and it's over 300 people. We've already had staff want to transfer. There will be some natural attraction. And then there will be some we'll hire for. We're hiring an administrator to look at the organizational structure and the staffing plans. We also don't want to over invest in a program and have it flop. It's an opportunity to bring degree programs that we don't have today. To use civil engineering as an example, there's a prefabricated bridge company that has just opened in Parker Country. We have a lot of students that could go work as bridge engineers, but we don't have a bridge engineering program.

Provost Brown: You can think about where there's demand that we can't meet in the physical footprint here.

Senator continues: Overall I'm super excited about the idea. I'm fully supportive. But I'm worried about impacts on me and thinking about my department; we've got people spread out on two campuses that are far apart; how are we going to make sure everyone feels like they're equals and they're not second class faculty.

Provost Brown: Those are legitimate questions, but they're not new for us. The College of Business offers a healthcare administration degree in Dallas. We offer other programs at a distance, some of them whole programs in other countries. This isn't a new situation. We have models for how we've done that that we can learn from.

President Cowley: The good news is that you're not on the first program to go list. You can watch your fellow colleagues in the college. We have 500 students whose whole program is in China. And that's been running for 20 years. We know how to be successful in doing this, and we'll learn from our colleagues about how to do it well.

Provost Brown: We have a depth of experience and models we can draw from.

Senator: We were talking about the flattening of enrollment and your concerns about enrollment earlier. What impact do you anticipate another campus might have on our enrollment here and revenue from that enrollment?

President Cowley: This is intended to generate revenue so that we can sustain enrollment overall as an institution. We're trying to generate enough cash so that we can fund two years of operation at the center until tuition revenue and state subsidy in the form of formula funding starts coming in. If we get 3000 students to attend this campus (not unreasonable, given what

other peer institution branch campuses have done), that helps us to continue and sustain our operations here as well as support the operations there. This campus is not intended for R and D to begin with, so the overall cost of operating the campus is lower. And starting with one building, there are fewer overall costs. We want to have something that's a net contributor. Right now only 1% of students from Aledo ISD go to UTA; we want to pick up enrollment. Right now the top schools Parker County students are going to are Tarleton State and Texas Tech (which is *really* far away).

Senator: So it will start with upper-division and graduate programs and lower-division will partner with community colleges in the area. What if we develop more robust online programs for some things so that students from Day 1 can take lower division courses online with UTA?

President Cowley: That gets into the politics. We're entering an area where the community college has been the sole provider of education. We want to be a partner with them and take advantage of the assets on the ground. College of Engineering is leading on this front. They are planning to have an engineering academy at Weatherford College; the first-year engineering classes will get taught by UTA faculty, but they'll take their core classes at Weatherford College. Then by their junior year they can come to UTA West or the Arlington campus. The students will be getting some lower-division courses but offering it at the community college. Long term, we can consider the freshman students, but you don't want freshmen to start with none of the student support structure necessary for student success. Want to be thoughtful about the holistic student experience.

Senator: I was at a conference where I heard about high-tech hybrid rooms that could help connect classrooms from a main to a branch campus.

President Cowley: We can consider that, but we're not at the building programming stage yet. We have to decide what we want to do first, and then we'll look at the how.

Senator: You're working with community colleges out there; can we teach classes in community colleges elsewhere in the region?

President Cowley: Yes. No reason we couldn't do it in other areas. The ideas for creating community impact are limitless.

Provost Brown: Different campuses have different areas of specialization, and they're very open and want to have deeper partnerships, not just through articulation agreements.

President Cowley: It could be summer camp programming too. Longer term, the question is how to get more kids to want to go to college.

Senator: Do we know how many students transfer from community colleges to 4-year universities. Isn't it a low number, traditionally?

President Cowley: It's actually a high number. In Parker County, about 50% will go to a 4-year university and about 50% will go to a community college. Of those who go to a community

college, the vast majority intend to transfer to 4-year university. They're going to a community college because of the cost. Those who intend to go for a technical college is a small percentage; those who intend to transfer is bigger. We're the number one transfer partner for Tarrant County College; TCC send us thousands of students every year. We're the #1 destination out of the northeast campus.

Senator: What about our current Fort Worth campus?

President Cowley: That campus is on Jones Street in downtown Fort Worth. We just extended the lease for 3 more years. The campus has a mix of programs, mostly targeted toward professional working adults: MBA programs, social work. That campus will serve as a staging ground. We could start a program there and then move it. We have no plans to close the Fort Worth center, but as we hire a leader and imagine what the two campuses will be in the future, there's a lot of questions about what their intended purpose should be.

Provost Brown: I encourage you to think of it as a staging ground for your ideas. Don't wait until 2028 (when the new campus will open) to come up with ideas. Can begin things at the downtown location and then move them to the west campus.

Senator: Do we have any special programming for students coming out of high school with an associate's degree? They kind of skipped community college. Is there programming here for how we're welcoming them in? They go from high school senior to junior in college in an instant.

President Cowley: Yes. My kid is one of those. There's a big transition to the independence you have in college, and now you're taking upper-division classes with high expectations.

Provost Brown: Some of that is happening in Student Affairs. It's not a single approach. We don't have a particular program, but there's programming going on. It happens in Honors, which creates a smaller community of folks to connect with. There are programs in pockets. But nothing that's wholesale coordinated where we identify those students and then message to them in a different way or have programs just for them. It's not as coordinated as you might think. People are taking it on themselves, but not in a coordinated way.

Meeting adjourned 4:54 pm

Next meeting: October 2, 2024