



Inaugural Retreat

- Unique Moment.
 - New President

Why?

- New Provost
- An emerging Strategic Plan
- Desire to strengthen our collective direction across units and AU as a whole.
- Seeking policies and procedures reflective of who we are and where we are headed.





Inaugural Retreat

Why? (continued)

- Strong desire to build and strengthen AU's academic stature.
- To accomplish these goals...
 - faculty engagement is critical.



Our Financial Health

- 95% tuition dependent.
- Targets: 1,500 freshman, 275 transfer, 100 Washington Mentorship students.
- Early decision applications up 8.8%.
- Received over 15,000 applications for Fall 2009.
- Little endowment income used in operational budget.
 - –Princeton 40%
 - -Colgate 16%

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- –Lafayette 25%
- -Boston College 10%



Our Financial Health

Safeguards if we do not meet enrollment targets:

- 1. Could delay hiring new positions that are proposed in the new budget.
- 2. Proposed \$28.9 million in FY 10 and \$31.3 million to our financial safeguards could be scaled back.
- Use existing enrollment contingency fund of \$12 million.
- 4. Reduce base budgets.





Listening

Faculty Meetings since July

- Met with over 143 faculty individually.
- Visited 33 departments/academic units and will have met with all by March.
- Actively participated in other meetings and strategic planning process.





Listening

Your ideas and suggestions have helped me:

- Take some immediate steps to improve the academic administrative policies and practices.
- Build a strategic plan, budget, and action steps for the next several years.





A desire to increase time for research, scholarship, professional, and creative activity.

Action Steps

- Working with Senate to develop a new faculty manual.
- Gave Deans increased authority to provide greater flexibility in faculty assignments.
- Proposed additional funds for travel.





A desire to increase time for research, scholarship, professional, and creative activity.

- Action Steps (continued)
- Proposed faculty workload policy relative to competitor institutions and reflective of the multiple expectations at AU.
- Recommended more tenure & tenure-track faculty in the next budget cycle.





A desire for more faculty support.

Action Steps

- Expanded the role of CTE in the area of faculty development.
- Offered workshops on grant writing.
- Sought priority setting and direction from faculty through meetings and this summit.
- Recommend the establishment of scholar communities for junior faculty.
- Proposed Faculty Family Leave policy





Procedures and bureaucracy can get in the way of larger goals.

Action Steps

- Established the Provost Operational Council
- Revised policies (travel expense reimbursement, faculty moving expense)
- Developed specific actions with Deans to reduce bureaucracy and simplify procedures.
- Established the Faculty Senate Roundtable with Deans.





Procedures and bureaucracy can get in the way of larger goals.

- Action Steps (continued)
- Gave Deans greater authority and responsibility to move decision making to the appropriate levels.
- Improved the transparency of budgets and processes.





Too much "no" culture, which is risk adverse.

- **Action Steps**
- Seeking priority setting and direction from the faculty through meetings and this summit.
- Encouraging Deans to support faculty interested in trying new ideas, curricular innovations, and community outreach.
- Encouraging staff and direct reports to find creative ways to support faculty in achieving their goals.





Faculty don't know colleagues in other AU units.

- Action Steps
- Making efforts to bring faculty together.
 - Faculty Forum
 - Faculty Summit
- Seeking priority setting and direction from the faculty.
- Proposed funding for campus-wide research centers.





Proud history of superb teaching and social responsibility.

Action Steps

- Expansion of CTE.
- Cultivation of formal agreements with pinnacle institutions in Washington D.C.
- Proposed Frederick Douglass Scholars Program.
- Targeted use of financial aid.
- Proposed expanded marketing of AU success stories.





Other Examples of Change

A desire for better infrastructure and implementation of best administrative practices.

Action Steps

- New Welcome Center at the Katzen.
- Campus-wide Marketing & Enrollment Task Force.
- One Stop Shop Student Service Center.
- Elimination of graduate study abroad fee.





Other Examples of Change

A desire for better infrastructure and implementation of best administrative practices.

- Action Steps (continued)
- Reorganized Provost Office
 - Vice Provost for Graduate Studies & Research
 - Vice Provost for Undergraduate Studies
- A comprehensive classroom audit.





Examples of Change

Strategic Plan & Budget

Proposed:

- 23 new faculty lines.
- 12 temporary faculty positions.
- Additional staff in critical areas.
- Start up package for new faculty
- Additional travel funding for all faculty.
- Scholar communities to support junior faculty.





Examples of Change

Strategic Plan & Budget (continued)

Proposed:

- Faculty workload policy relative to competitor institutions and reflective of the multiple expectations at AU.
- Adequate base budgets for colleges/ schools.
- An "active" search process for hiring faculty matched to the needs of the unit.
- Funding for new campus-wide research centers.





Other Feedback

Despite effort, other feedback revealed:

•Sense of cynicism & skepticism among some faculty.

•Policies that are unnecessarily bureaucratic and reflect mistrust.





Three Categories of Driving Forces on Campuses

Freeland's Three Categories:

- 1. Ideas
 - Academic knowledge, cultural & professional values, conception of institutional purpose.
- 2. Institutional Ambition
- 3. Organizational Dynamics
 - Struggle for power among key internal subpopulations

Freeland, R.M. (1992). Academia's golden age. New York: Oxford Press, p. 11





Novus Ordo Saeclorum

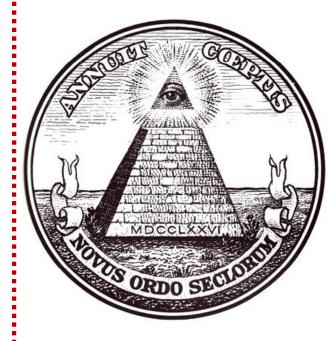
NOVUS ORDO SÁECLORUM





Novus Ordo Saeclorum

New Order of the Ages



Phrase extracted from the Eclogue of Virgil in which justice returns.
Great Seal of the U.S. -1782
Printed on the US Dollar in 1935





Novus Ordo Saeclorum

New Order of the Ages

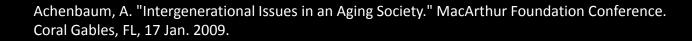


•Embodied in phrase is -Respect for individuals ⁻Hope in virtue -Bold ambition to take on individual and collective challenges ⁻Democratic republicanism -Sense of the common good -Risks/ rights/ responsibilities.



Dark Side of these Civic Ideals

- We/ They
- · Some individuals valued more than others
- Justice can be blind to the issues at stake
- Personal enrichment
- Everyone out for themselves
- Small mindedness
- A culture of mistrust







- Tell the truth.
- To say "Yes" and "No".
- Focus on the big picture.
- Stress the potential of the faculty and the power of dreams.
- Ensure our policies and practices enable our achievement of our goals.
- Care about the social contract between the academy and society.





Compact Between Faculty & Administration

Compact (continued)

- Take ideas from others seriously including willingness to take calculated risks.
- Acknowledge and reflect the complexity of the setting.
- To avoid either/ or dichotomies the power of the "and"
- Invest for the long-term Build





Faculty Engagement

Critical to the success in building a comprehensive university is

faculty engagement.





Faculty Engagement

•I will continue to listen

- Easy to lose perspective
- Need to understand the day-to-day experiences of faculty and try to assist you in achieving your ambitions.
- •This retreat—the first of many—is one mechanism to empower you, the faculty.





Feedback from Registration

Your registration gave insight on which topics were important to the collective faculty.

Popular topics of interest are:

- -Working across disciplines and schools
- -Understanding the 100% workload
- Working with local organizations
- -The agenda for the Vice Provost of Graduate Studies & Research

-Development of department & school's strategic plan





Faculty Engagement

I am confident in our collective ability.

An engaged faculty is an empowered faculty. Together we can build.



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