



KELCE
COLLEGE OF BUSINESS
Pittsburg State University

MINUTES

College General Faculty Meeting
Monday May 7, 2018

PRESENT: ACIS: Maeve Cummings, Mary Jo Goedeke, David O'Bryan, Theresa Presley, Wei Sha, Dwight Strong, Rachel VanBecelaere, Gail Yarick. **Deans Office:** Bienvenido Cortes, Paul Grimes, Suzanne Hurt, Mimi Morrison. **EFB:** Alex Binder, Kevin Bracker, Michael Davidsson, June Freund, Anil Lal, Fang Lin, Mike McKinnis, Irene Robinson, Connie Shum. **MGMKT:** Don Baack, Linden Dalecki, Chris Fogliasso, Eric Harris, Sang-Heui Lee, Kristen Maceli, Lynn Murray, Shipra Paul, Mary Wachter.

- I. Welcome, Opening Remarks
- II. General Announcements
 - a. Reminder to sign up for university committees – use Faculty Senate link
 - b. Faculty advisors needed to assist in Pitt CARES sessions during summer – see dates below (sign-up sheets available)
 - c. Youngman Summer Stipends; this year's rate 4.25%
 - d. Faculty Awards Reception; 3:30 p.m. or immediately following this meeting; Room #121
- III. Graduate Programs – Din Cortes
 - a. MPAcc – approved and open for enrollment; encourage eligible students
 - i. Program has been approved and students may now apply for the program on-line.
 - ii. Graduate Council approved course numbering for the program.
 - iii. Enrollment in the program in the fall has some special stipulations with regard to the courses that students are required to take (700 level courses).
 - b. Online Professional MBA – AP initiative update; target start date Spring 2019
 - i. Moving forward and working with PSU departments to align all processes with AP systems.
 - ii. Scheduling – two sub terms per semester (7-week courses) – there may be issues with scheduling these within our academic semester.
 - iii. Emporia State is now live with their on-line MBA with AP.
 - iv. Launch date is now spring 2019.
 - v. Faculty are invited to teach courses – let Dr. Cortes know if interested.
- IV. Dean's Report; "Budgets, Reorganization, Reaffirmation, and Planning: Part II" – Paul Grimes
 - a. Reaccreditation Handouts and Data Needs
 1. Visitation Team; member profiles handout reviewed
 2. Teaching/Research Impact/Engagement Survey (turn in before end of semester)
 3. Research visibility and accessibility; web services – reviewed handout
 4. Digital Measures/Activity Insight; **imperative** that you finalize updates prior to summer!
 5. CIR to be prepared over summer; due by mid-August
 - b. Reorganization
 1. Budget Overview; the new Pitt State reality
 2. Review of new organizational structure
 3. Personnel assignments and responsibilities
 4. Task Force

SEE ATTACHED DEANS REPORT – PowerPoint Deck

- V. Old Business – postponed until reorganization settled
 - a. Promotion and Tenure Document
- VI. New Business - none
 - a. First Kelce Fall Faculty Meeting immediately following University Opening Faculty Meeting on Thursday, August 16th
- VII. Adjournment – 3:10 pm

Dates to Remember:

- a. Kelce Commencement, May 12
- b. Final Grades Due, May 14
- c. KBOA Spring Meeting, May 14
- d. Pitt CARES
June 4, 6, 7, 11, 13, 18, 20, 25, 27
- e. Professional Development Day, August 15
- f. Opening Faculty Meetings, August 16
- g. First Day Fall Classes, August 20
- h. **AACSB Reaffirmation Visit, October 14-16**



KELCE COLLEGE OF BUSINESS

Pittsburg State University



Dean's Report

Kelce General Faculty Meeting

May 7, 2018



Budgets, Reorganization, Reaffirmation, and Planning: Part II

Continuation of two major and interconnected issues:

- University Enrollment
 - Three consecutive years of decline; Fall 2018 enrollment now trending -2.4% from last year! Looking at unprecedented four-year decline.
- Budget
 - Long-term drop in state support increases importance of enrollment-driven tuition and fees

Current Status of College and University



- Kelce enrollments have remained relatively stable for past decade; about 1,000 headcount +/- 100. Official data show we were up five students relative to five years ago.
- However, our budgets are not directly linked to college enrollment, rather our budget is a function of the overall university enrollment.
- College budgets have been cut each of the past three fiscal years. In general, how and where to cut guided by, but not mandated by, central administration. College administrations provided latitude in determining how to cut.

Budget Cuts



In anticipation of budget cuts Academic Affairs reduced OOE spending and “gave back” funds four and five years ago.

- University-wide cuts began three fiscal years ago with reductions made across-the-board in OOE accounts (10%). At the same time, Academic Affairs units given the ability to roll-over unspent OOE funds from one year to the next.

Budget Cuts



FY17 through FY19 Permanent Budget Reductions

- Targets set for college each year
 - Eliminated lapsed salaries instead of personnel layoffs:
 - ACIS; Accounting Tenure Track Position (built on Rousch & Lelkes lines), Open Admin Assistant line reduced from 12 to 10 month contract, portion of vacated Rosen line, portion of Cummings phased line
 - Economics and Finance; position residual (Fischer); reduction in department chair position from 12 to 10 month contract (Bracker); elimination of chair residual (Fischer and Bracker)
 - Management and Marketing; eliminated Executive in Residence position (Poe); reduction in department chair position from 12 to 10 month contract (Murray), reduction in phased lines (Fischer and van Wyk)
 - Other lapsed salaries previously swept into Provost's UNR account

Budget Cuts



Additional FY19 Budget Reduction

- Temporary elimination of 75% of technology account (agreement between deans and VP)
- Total Kelce cuts greater than prorated share; in UNR for future needs or cuts

Budget Cuts



University-wide reorganizations affecting Kelce:

- Technology Support Consultants moving to ITS or eliminated
- Instructional Support Consultants moving to CTLT or eliminated

Chris moving administratively to ITS and Kylie's position redefined to assist Kelce , COE, and CAS with web-related needs

Budget Cuts



We've lost positions, but have not lost people. Only college where layoffs did not occur.

Even though we have eliminated lapsed salaries and open positions and cut length of contracts, we have honored our faculty salary commitments:

- All promotion increments
- All degree completions (Yarick and Freund)

Currently we have enough lapsed funds to fill vacated Rosen line in CIS. Search in AY18-19. First in line for next round of cuts.

New Reality: Where do we go from here?



We need to significantly grow the college enrollment in order to regain lost resources and to earn more going forward. How?

- We must REORGANIZE
- We must RECRUIT
- We must try NEW IDEAS

Reorganization



From our college strategic plan;

Goal 3: Growth

- Objective 3.1: Determine the College's capacity to deliver programs within our current and future constraints.
- Action Item 3.1.3: Conduct a feasibility analysis of reorganizing departments to capture economies of scale and scope, and to better equalize administrative oversight.

Reorganization



Current college situation:

- Dean and Associate Dean; 12-month appointments
- ACIS: Interim Chair until July 1st
- EF&B: No chair; 2 Program Coordinators
- MGMKT: Chair position; already reduced to 10-month appointment

Reorganization



Reorganization's Contribution to Permanent Cuts:

Conversion of three 12-month department chair lines to one 10-month Associate Dean and Chair of the Faculty line

Conversion of one (most likely two) 12-month Administrative Assistants to 10-month appointments

Approximately \$125K ongoing

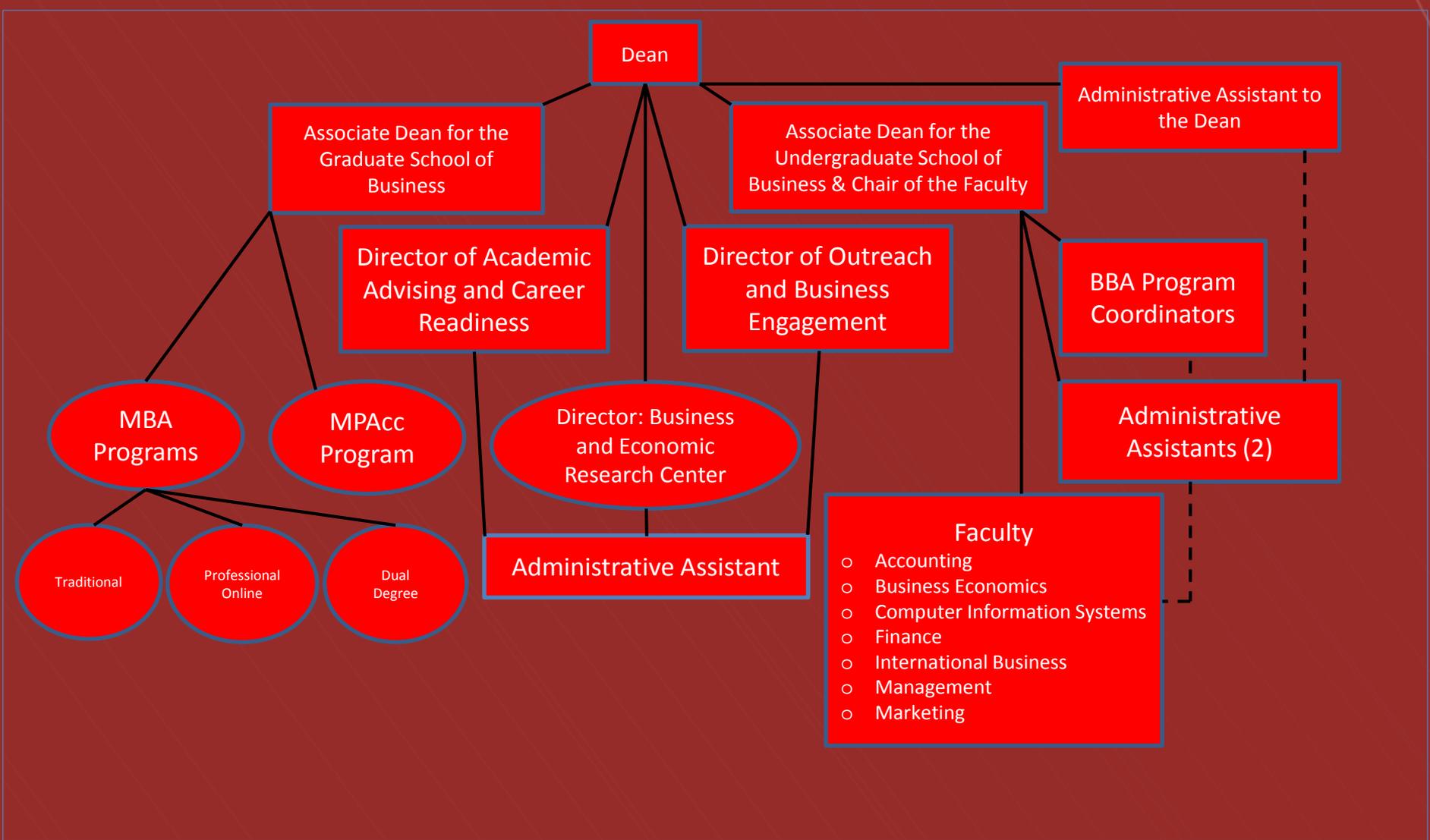
Reorganization



KLT studied and discussed the situation for more than a year. Held a mini-retreat in January to brainstorm possibilities.

The dean visited schools with flat organizational structures – “faculty as a whole” model

Our New Model



New Appointments



- Director of Academic Advising and Career Readiness
 - David Hogard
- Director of the Business and Economic Research Center
 - Michael Davidsson
- Director of Outreach and Business Engagement
 - Lynn Murray
- Associate Dean for the Undergraduate School of Business and Chair of the Faculty
 - Eric Harris

New Appointments



Effect of new structure on budget:

- Undergrad AD: No salary change (10-month contract)
- Director of Outreach: No salary change (10-month contract)
- Director of BERC: No salary change (9-month contract plus Summer Youngman)
- Advising: Bringing money from Career Services plus small adjustment from lapsed salary

Reorganization



- Implementation of new structure will require multiple changes in our systems:
 - Combining of budgets / reassignment of authorities
 - Redeployment of support staff
 - Reorganization of college committees and governance rules
 - Representation on Faculty Senate and university committees
 - Etc., etc.

Reorganization



First step is to identify Program Coordinators:

- Previously distributed list of responsibilities resulted in misunderstandings and confusion

Example: “These are chair positions paying \$2,500.”

- Coordinators are NOT administrative positions – more like “super advisors” – coordinators have no people and no money and no reports – not day-to-day chair functions
- Stipend is not intended to be an incentive but to serve as as “thank you”

Reorganization



- We will clarify and refine responsibilities
 - Task Force led and appointed by Eric Harris will produce a new document to define appropriate role and responsibilities of Program Coordinators
 - Completion of Task Force work: July
 - Program Coordinator positions filled: August

Reorganization



- Do not fear change . . . It is inevitable. If we don't adapt to new reality, we are gone.
- Short-term disruption . . . New initiatives set us up for long-term growth.
- Daily life of faculty members relatively unchanged . . . Teach classes, advise students, serve on committees, conduct research, etc.

Kelce Culture



The Three Pillars of Our Strategic Plan

- Professionalism
- Relevance
- Growth

Let us strive to be professional in supporting our college and all of our initiatives.

Good News



Let's finish up on a positive note:

New Building Project:

- \$4M to \$5M donations pledged to date
- \$6M+ in R&R monies from President

That leaves only about \$8M to complete project

Development work continues; e.g., \$1M proposal currently under review by Sunderland Foundation

Almost Done!

- Old Business?
- New Business?





That's all Folks!