MINUTES
(Web Version)
JEPSON FACULTY RETREAT
AUGUST 19, 2015

Attending: Kristin Bezio, Joanne Ciulla, Jessica Flanigan, Don Forsyth, Al Goethals, Julian Hayter, Crystal Hoyt, Gary McDowell, Sandra Peart, Terry Price, Ernesto Semán, Kerstin Soderlund, Susan Taylor, Chris von Rueden, and Thad Williamson (until 10:10 am)
Absent: Javier Hidalgo (mid-course leave) and Peter Kaufman

Materials (agenda and attachments) were distributed a week prior to the meeting. The meeting was called to order by Dean Sandra Peart at 9:00 am.

The minutes of the May 8, 2015 meeting were approved.

Dean’s Review of 2014-15 and Overview of 2015-16

Sandra thanked the faculty for a successful 2014-15 academic year and expressed her hope for a great upcoming year. Referencing her August 11, 2015 Dean’s Report, she highlighted the following areas:

- Budget
  - Overall, the budget is in good shape though it remains flat. The budget is still being finalized.
  - Not certain what the P&P process will be this year.
  - For the period 2009-2014*, the number of donors (generally alumni and parents) giving to the Dean’s discretionary fund has increased 50% and the amount of support has tripled. Discretionary funds help fund new initiatives. *2015 figures have not been released by Advancement

- President Crutcher has announced that Lori Schuyler will lead a strategic plan. Jepson faculty will be expected to offer ideas.

- Sandra was asked to provide a narrative on the School’s strengths and opportunities for an upcoming Cabinet retreat. She led that document with information on the faculty.

- Admissions
  - Thanks to Terry Price, we do a good job keeping class sizes to 20 and below.
  - Multiples of 20 seem to work for us in determining the number of sections of each course; this takes into consideration “melt” (students changing their minds, leaving UR, etc.). When we cap classes at 20, the classes generally end up with fewer than 20 students in them. The data distributed before the meeting demonstrate that our classes are almost always under 20 on average. Variation is also small.
  - There are 252 students eligible to apply for admission; Kerstin Soderlund will have a better idea by September 4 of the number who intend to apply.
  - Because of our size we need to be flexible.
  - Discussion focused on how we might think about how many students to accept; on how LDST 300 is affected more than other courses by study abroad; on the number of B+ and higher students who apply**; the number of athletes in our classes**; and the size of our classrooms. **Kerstin will pull data.
  - Sandra and Kerstin stated that we will soon have better idea of likely applicants, and our expectations for spring 2016 and fall 2016.

- International research support
  - A year ago, Sandra mentioned wanting to find a way to fund in-depth research abroad. On-going resources have now been put aside for this purpose.
  - Faculty were asked to comment on the Jepson International Research Grant draft. Kristin Bezio asked that the $10K max/year be made available with a maximum of $5K per person, and that unused funds be offered to others. Sandra noted that the deadlines are based on needs (e.g. summer research vs.
She will revise the document for distribution.

- The faculty expressed their gratitude for the additional funding source.

Topics for Faculty Senate

Joanne Ciulla, Jepson’s representative to the new Faculty Senate, reported that she forwarded to JSLS faculty an email that was sent by the Board of Trustees chair to select University administrators and Senate members earlier this summer. She further reported that the Senate has met with President Crutcher who supports faculty governance. Joanne solicited feedback from the faculty on issues that the Senate should address and input on the VP for Communications search. Faculty comments:

- Communications (like the recent BOT email, for example) should go to everyone.
- Establish general rules concerning University communications and the Senate’s role in receiving and transmitting communication.
- Identify who sets priorities and is responsible for transmitting information.
- There’s been a 100% increase in the number of vice presidents in less than one year, thereby increasing costs which affect affordability (Richmond Promise).
- Request job descriptions for all VP’s for greater transparency regarding administrators’ responsibilities.
- Examine the standards that tenure-track faculty are held to and hold administrators to those same standards.
- Request teaching load data and sabbatical policies from comparable institutions; identify the trade-offs for going to a 2-2 load.
- Offer greater support, like course releases, to faculty working with independent research students.
- Reward extremely productive scholars with course reduction.
- Revisit University child care or care vouchers.
- Access to data in general (e.g. aggregate data on students is not available, making people suspect).

10:15-10:25 am Break

Assessment Report

Kerstin Soderlund referenced the 2014-15 assessment plan, and reviewed the history behind the means of assessment utilized and the findings. She thanked the Assessment Committee, who will meet soon to complete the next assessment plan due in October.

Kerstin explained that for the last couple years, students have not met the desired outcome of demonstrating their capacity to apply theory, principles, concepts and ideas in the field of leadership studies through their summer internship papers. Some of this could be attributed to students turning in their papers late which affect their grade. Faculty then made comments and asked questions:

- Knowing and applying theories is important.
- Perhaps the timing can be changed. Papers could be required at the end of Theories and Models or before students begin applying for jobs.
- Do we wish to align rubric with the questions?
- Does the gap occur because the students don’t know theories, don’t know specific theories, don’t know how to apply theories, or all three?
- Perhaps we need to encourage students to think of the internship as an intellectual experience.
- We could offer a course where JSLS seniors serve as consultants to other campus student leaders on leadership issues.

The Assessment Committee will file their report, and come back to the faculty with ideas for improvement for future assessments.
Science and Leadership

Terry Price reported that he has worked with April Hill (Biology) to draft the Science Leadership Scholars program proposal and both are eager to get the pilot program up and running. The thought is to start small, see what type of students are participating, then assess and make adjustments as necessary. Existing students can join the program, which might be a good pipeline to minority and science students. A list of advisees who have an interest in science will be generated, so faculty can begin to recruit students for the program.

Vote to implement the Science and Leadership program:

- 11 In Favor
- 0 Against
- 0 Abstentions

Planning for the Years Ahead

**Leader-in-Residence (LIR)** – Sandra reminded the faculty that David Gardner, Motley Fool founder, will serve as LIR this year, visiting in the fall and the spring. She further explained there is opportunity for a LIR for 2016-17 [details redacted]. The faculty agreed it was a good idea, so Sandra will extend the invitation.

**2016-17 Forum** – Al Goethals explained that he and Julian Hayter have identified four speakers they are eager to invite to the Forum and/or the associated colloquium: Eric Foner (Columbia), David Blight (Yale), Joan Waugh (UCLA), and Annette Gordon-Reed (Harvard Law). Sandra asked that the established process of generating a full list of possible speakers for the faculty to review be followed. **Al and Julian will present a full list of possible speakers to the faculty in advance of the September 14 faculty meeting; faculty are welcome to make suggestions as well.** One such suggestion is Ken Burns.

**Next Steps at Jepson**

Sandra explained that with a new faculty senate, president, and strategic plan, it will be important for the School to identify what it wants going forward. She then shared her ideas [specifics redacted]. A meeting will be held next week to discuss a future Donchian Foundation grant proposal for a cross-school ethics initiative being spearheaded by Provost Fetrow.

Sandra asked the faculty to **think of big ideas, particularly those with an academic slant, that can be put forward to Advancement.** We need to be able to answer where UR will be in the next five years and where the Jepson School will be in relation to the University. Kristin Bezio offered that arts and leadership is wholly lacking in leadership studies generally.

Faculty was also asked to **think about cross appointments here with UR faculty outside the Jepson School.**

**Search**

Sandra stated that Don Forsyth, Terry Price, Jess Flanigan, and Al Goethals will serve as the search committee this year; Don will chair. Sandra, Terry, Jess, Al and Crystal Hoyt attended yesterday’s diversity workshop. A **draft job description/ad** was discussed and revisions were suggested. **Sandra agreed to further revise the job description/ad and circulate it to all faculty.**

**Other Business**

- Sandra asked faculty to think about whether we should have a 25th Anniversary celebration in 2017.
- Copies of the committee assignments and administrative staff assignments were distributed.
Susan Taylor made the following reminders:
  - Netfiles will be read only effective October 15; Box is available for those wishing to back up their work.
  - For access to Jepson Hall use your ID in the exterior card readers; keys no longer work.
  - Colloquy has been moved to Camp Concert Hall.

Adjourned at 12:30 pm; lunch provided.

Susan W. Taylor
September 2, 2015