Gerard called the meeting to order at 3:05 p.m.

Approval of Minutes from September 8 ▶ The Council of Dean Minutes from September 8 were approved as written.

Credit Hour Counts ▶ DJ provided a spreadsheet showing the Cost of Instruction at CAS for Fall and Winter Semesters. He explained that the information provides a number of things but primarily shows the enrollment that it takes to break even per faculty rank and for the overall College. This was based on the 2009-10 academic year. For instance, the average class size was 23.81 while the average class size needed to break even was 20.64. Discussion ensued.

Promotion and Tenure Evaluation ▶ Gerard indicated that he wanted to make sure that the College and Schools were all on the same page regarding promotion and tenure evaluation. Specifically, items discussed included: the timelines involved to ensure that all appropriate individuals have sufficient time to review cases prior to taking a vote; make sure that a process is in place to document that pertinent faculty have actually reviewed the casebooks prior to a vote; the essence of confidentiality for external reviewers; and, candidates being told the outcome of each step of the review process. Gerard stressed that he wanted to make sure that faculty were not given a false sense that because their case was approved at one level that it would be approved at all levels.

Some of the deans were troubled by the wording in the Ann Arbor guidelines regarding the solicitation letter. Two areas of concern included: the sentence where they are to ask external reviewers whether the candidate would be tenurable at their institution; and whether the scholarly achievements of the candidate are commensurate with the quality at the same rank in their institution. The deans expressed an interest in meeting with Jeff Frumkin regarding this and other questions that they may have. Discussion also included renewable faculty contracts, evaluations, and the timing thereof.

Enrollment Strategies ▶ Gerard indicated that he asked Jon and Brad to join the meeting to discuss enrollment strategies. He indicated that Vice Chancellor Barthelmes has requested enrollment projections for each of the units by January so that the budget can be built. Gerard explained that he would like the deans to make predictions and develop methodical enrollment planning on a three-year plan rather than year-to-year.
Gerard indicated that he would like deans to craft a plan that would allow us to make better predictions and focus on unused capacity. We need to answer questions like what areas need additional attention in terms of marketing. He also reported that because of impending legislation regarding community colleges being able to offer four-year degrees, it is imperative that we become even more competitive. Gerard mentioned that we will also have to develop an enrollment plan for online and international as well. Much discussion took place. Jon and Brad offered some thoughts and explanations and expressed an interest to assist. There was general agreement that graduate enrollment growth was somewhat easier to predict than undergraduate and that developing a plan in areas such as the humanities, social sciences, and the fine arts was much more difficult than in other areas. There was consensus that enrollment is the responsibility of everyone, not just our admission offices; however, deans needs assistance regarding developing enrollment plans and providing reasonable predictions. They need tools and resources to help them make somewhat accurate predictions. Jon mentioned that an area that needs attention is for us to have a presence at other universities beyond only five sites. Retention was discussed as well.

The consensus of the group was, again, that faculty and staff need to be involved in increasing enrollments. Brad and Jon reinforced the need for faculty involvement; a unit liaison was mentioned. One need on our campus is to change the culture and thinking so that the responsibility of enrollment growth is realized by everyone. Jon indicated that making predictions and marketing depends a lot on timing and specifically in line with the admissions cycle. He also said that it is different with transfer students versus freshman. Scholarships were discussed and sometimes they can be a help, but sometimes not either.

After much discussion, a decision was made to hold an Admissions Summit. Chris was asked to work with Jon in developing the university-wide event. Gerard indicated that he would like it to be structured around a theme.

**Matters Arising**

Gerard shared some pamphlets regarding the University Leadership Council. He indicated that he met with someone last year and because of the cost declined to join. He indicated that they used to focus on health care, but they have broadened their scope to many areas/disciplines. He indicated that some of the benefits are that they offer the same things as ACE, AAC&U, but they have much more. They offer online consultant services and workshops for deans and EO’s in customized research studies. He asked deans to review the materials and provide him with a recommendation no later than September 30 regarding whether to join.

Agenda Item 5 was tabled for the next meeting.

The meeting adjourned at 5:08 p.m.