



# Faculty Senate General Session

January 16, 2026  
LIB 101 and Zoom

The meeting was called to order at 10:03 a.m.

### Roll Call

Akinleye	Acho	Barnett x	Beatty x	Beins x
Blosser x	Burke x	Chen x	Dice x	Dillon x
Dunlap x	Elkins x	Fredrickson	Gates x	Gullion x
Immanuel x	Landrum x	Lucero Jones x	Maier x	Miketinas x
Mooney x	Night	Petersen x	Rosa-Dávila x	Sen x
Smith x	Trujillo-Jenks x	Van Erve x	Williams x	Woods x

Parliamentarian: Dr. Parker Hevron  
TCFS Representative: Dr. Shawnda Smith

### Substitutes:

- Prof. Jessica Barr x Substitute for Dr. Christie Acho – College of Nursing Dallas
- Dr. Amanda Hurlbut x Substitute for Dr. Rebecca Fredrickson – School of Education
- Dr. Laura Kubin x Substitute for Prof. Gayle Night-College of Nursing Dallas
- Dr. Danhui Wang x Substitute for Dr. Xiaofen Du – Nutrition & Food Sciences

### Recognition of Guests

Faculty: Dr. Laura Kubin, Nursing; Dr. Junalyn Navarra-Madsen, Mathematics; Dr. Stephanie Pierce, Biology

Staff: Nadaya Cross, Director Disability Services for Students; Dana Mordecai, Director Graduate Admissions; Adam Pitts, Executive Director Undergraduate Admissions; Josh Walton, Director New Student Enrollment

### Approval of Minutes, as amended

Motion to Approve, Gates; second, Dillon  
0 abstained; motion passed unanimously.

### Approval of Agenda

Motion to Approve, Gates; second, Dillon  
Motion passed unanimously.

## Guest Speakers

**New UPR: Personal Care Attendant Policy for Students with Disabilities** — Dr. Stephanie Brown, Assoc. Vice President Student Enrichment Health & Support

- Policy is designed to enable access and independence of students with disabilities to live and study at TWU.
- Clarify rights and responsibilities of Personal Care Attendants (PCA).
- Policy clarifies procedures for hiring and access for PCAs; PCAs have to wear TWU ID while working to clarify their role and presence on campus.
- PCA role in classroom
  - Follow rules by instructor;
  - Assist related to disability;
  - Questions about PCA to be directed to DSS if issue can't be resolved with student.

**Enrollment Management Plan and Strategies for Student Recruitment** — Dr. Javier Flores, Vice President Enrollment Management

- Strategic Enrollment Management Council decided on an enrollment goal of 20,000 students by 2028.
- Snapshot of Semester Credit Hours will take place in a legislative session year; Spring 2027 will be a crucial time for measurement, when the legislature will look at Fall 2026 and Spring 2027.
- Increase in headcount will increase SCH production, but there are ways to increase SCH production with existing students as well; for instance, by converting part-time students to full-time students.
- Faculty is important to recruitment. Every campus will have student activities, campus resources, campus housing, and an attractive campus. What makes TWU different is our faculty and staff. Prospective students want to know about logistics and affordability, but they most of all have questions about their ability to do the work and to connect with faculty; faculty therefore are instrumental in recruitment and retention.
- Current Requests of Faculty and Colleges
  - Pioneer Preview Day. Goal: Apply to TWU.
  - Accepted Students Day. Goal: Reduce melt: Convert accepted students into enrolled students who show up to the classes they registered for.
  - Orientation. Goal: Registration and yield. Make sure that students show up for advising appointments; especially important for transfer students.
  - Educate the TWU Pioneers. Goal: Graduation. How can we use our faculty to help our students navigate the different enrollment management processes, on-time graduation, scholarships, etc.

- Specific requests currently:
  - Denton - Exploring Graduate School Week: April 6-10.
  - Dallas - Open House: March 28<sup>th</sup>.
  - Houston - Open House: February 21<sup>st</sup>.
  - General information sessions throughout the year focused on discipline areas.
- Enrollment management needs:
  - Help us identify the empty seats.
  - Determine capacity and potential growth.
  - Report events, connections, and visits.
- How do you want to be involved? Imagine the impact of your enrollment.
  - Possible ideas:
    - Campus tours
    - Congratulatory letters
    - Community outreach
    - Video series
    - TWU representation during professional conferences
    - Update website regularly
- Question: Can Enrollment Management help fill seats for in-person classes ahead of the semester? Dr. Flores says they can bring students to classes, to visualize what it's like to take face-to-face classes, and to set the expectation that face-to-face is beneficial to them and is expected. And Enrollment Management can work with the Marketing and Communications to promote face-to-face instruction.
  - Senate will compile a Google document with questions from the Senate for Dr. Flores.
- Question about promoting the School of the Arts: SoA is engaging in many of the suggested ideas but could benefit from expert assistance. Enrollment Management works together with Marketing and Communications; they can make the recruitment content available in strategic ways and at the right times.

**IT Solutions** — Dr. Henry Torres, Chief Information Officer

- Email: listservs got backed up, problems should be resolved as of today.
- Lots of phishing and spoofing emails that target our students; please continue to report them.
- Recurring Adobe issues that have required extensive troubleshooting.
- Replacement for Adobe Acrobat: running a pilot with Foxit with some faculty to see if that meets our needs. Expect to roll out Foxit university wide in Fall of 2026.
- Aging equipment in the classrooms; still working on replacement of classroom equipment with newer hardware.
- Key projects IT is currently working on:
  - TargetX/Salesforce; detail assessments complete; pain points and priorities identified; next actions under review.

- Stellic Advising Software; Phase 1, planning, identifying data feeds and setup analysis underway.
- Oracle Student Financial Planning (FinAid); cost finalized for license and implementation. Approval review is underway.
- TWU Business Intelligence; visualization and data-drive decision-making. Portal complete and under review.
- Dr. Torres provided a very thorough report that has been made available to Senate; will be attached to the minutes going forward.
- Comment/question: Could IT services check and make sure that classroom equipment is working the week before classes start?
- Question about phishing: Is there mandated training for students for data security? Dr. Torres says the training is not currently required, but he would like it to be.

#### **Provost Forum — Dr. Angela Bauer**

#### **College Enrollment Reports**

- Provided college-level enrollment reports to colleges as a starting point for discussions with Deans, ACAs, and departments.
- The answers to these questions have driven conversations with Enrollment Management to take inventory of programs that have room for growth and where Enrollment Management and Marketing and Communications may emphasize recruitment and growth.
- Academic advising, enrollment, and academic affairs worked together to improve retention. Resulted in a 7% bump in retention for FTIC students, focused on getting them TSI complete through developmental education courses.
- This year's aim is to further increase in retention. First-Year Interest Group (FIG) has been instrumental in this initiative. Some initial data demonstrates that participation in FIG improves feelings of belonging and readiness. 94% of FIG-enrolled students in fall are enrolled for spring, vs. 83% of non-FIG enrolled students. Initial data regarding FIG efforts are promising.
- Marketing and Communication: have increased capacity to provide support for digital campaigns for programs. Colleges should prioritize programs; talk to ACA and Dean to get on the list. Jake Laughlin is a point of contact for those digital campaigns.
  - Digital campaigns are often paired with in-person or digital information sessions for follow-up.

#### **Advising software: Stellic**

- Students will use this software to communicate with their advisors, see their transcripts, etc.
- Faculty will have access too, and faculty will be able to help keep tabs on students. Can make notes about achievements or absences. This will hopefully be able to streamline interventions and communicate with each other about student progress.
  - FERPA concerns will be addressed before rollout.

### **New Center in JNWL: Center for Leadership Research and Workforce Development**

- Revamp of JNWL Center for Student leadership.
- Hiring director, currently interviewing.
- Offering professional development opportunities, but also curricular/pedagogical support for faculty.

### **Search Updates:**

- Hired Dr. Amy Koerber as Dean of College of Arts and Sciences.
- Dean of Undergraduate Studies: Brandi Falley is serving as interim, currently conducting national search.
- Chief AI Strategist: Daniel Ernst is serving in an interim capacity; conducting a national search for a permanent replacement.

### **Artificial Intelligence:**

- Developing an in-house LLM for TWU use that is a private space, with increased security. Stay tuned for more details.
- There is going to be a survey on that: what would faculty like to see prioritized for campus use? Survey is coming up.

### **Curriculum Review:**

- Have had faculty forums to answer questions; Academic Affairs will make people available to come to faculty meetings and departments to help answer questions and guide people through this process.
- Impact on General Education courses: SB 37 now provides the Board of Regents with oversight authority over Gen Ed core courses with the intent of providing students with value for money.
- Chancellor and Provost have been charged by the Board to start laying the groundwork for a process for Gen Ed review that is as close as can be to the model proposed by the Gen Ed council last semester but is compliant with the requirements of SB 37.
- Deadlines: goal is to have 50% of courses done by February 1; and the remainder done by March 1. These are not hard deadlines; they are goals.
- Update will follow in March because the February Faculty Senate general session will coincide with Board of Regents meeting in Denton.

### **Engineering:**

- Decided to move forward with a program in Mechanical Engineering following the recommendation of consultant.
- Will proceed with a proforma: what would curriculum look like, staffing needs, space needs, etc.

**Board of Regents Meeting:**

- Faculty spotlight at Board of Regents meeting in February will feature faculty members involved with Project Thrive to talk about what the two committees in Project Thrive have been working on. This is at the request of the Board, who want to hear more about what the University is doing about assessing its financial viability.

**Different Tracks for Tenure-Track Faculty:**

- Dr. Erika Armstrong will comment further on that. Academic Affairs is looking into it.

**Course size and pedagogy:**

- Question about balancing the empirical and the qualitative: How do we maintain pedagogical quality while increasing SCH production? Provost responds by saying that this will differ by department, but we're also looking for increases in efficiency. Looking to reduce adjunct budget through efficiencies in section planning. Recognizes that some programs will never be generating a ton of money; hopes that most programs will at least break even. Some programs will not generate money, and we will make peace with that for qualitative reasons.

**Vice Provost for Faculty Affairs — Dr. Erika Armstrong****Commencement**

- Great turnout for faculty attendance at graduation; invites comments for the May ceremonies to improve experience.
- This year, May commencement rehearsal will be held Tuesday or Wednesday.
- University will still make robes available for faculty who do not have them.

**Watermark**

- Reviews are in the system, pushing those out next week.
- Faculty profiles will be housed in Watermark and will be launched sometime this spring. UT Arlington serves as an example. Faculty can choose what information they want to be displayed.
- Watermark will pull CVs for review into the review module. There are deadlines by which this happens.
- Notifications may not always arrive via email, check in the system what your next steps in the workflow are.

**Faculty Tracks**

- Will get committee for faculty tracks moving this spring.

### **Accessibility Training**

- Teresa O'Dowd is actively providing assistance to faculty to get their materials to be accessible. Also available to department administrative staff; particularly those who support you in your pedagogy so not all training efforts have to be provided by Faculty Commons.

### **Provost Fellow Programs**

- Applications will be available soon and will clarify what the purpose of the program is and what the expected outcomes are going to be.

### **Hiring Efficiency:**

- Continuing to work on eliminating steps in the process to make hiring more efficient.

### **Faculty Commons:**

- Website is undergoing revision; materials may jump around or be invisible, please bear with us; working on making it more useful for faculty.
- Faculty Commons welcomes suggestions and wants to work with faculty. Faculty are invited to let Faculty Commons know what kinds of resources they are looking for and would consider useful, and how Faculty Commons can help faculty.

### **Process for Going up for Review Early:**

- Goes through ACA first; faculty should make a request based on the achievements collected on their CV. The general guidelines are whether or not a faculty member has met the criteria laid out for promotion. The time requirement for tenure is not very flexible since the time is part of the purpose of the review (university wants to make sure faculty can sustain their efforts). As a result, faculty may go up for tenure early, but it is unusual for faculty to go up more than one year early.
- If ACA agrees that a faculty member should be able to go up for promotion early, they will forward the request to their Dean, then forwarded to Provost, etc. If everyone agrees, Faculty Success will make the review module available to faculty member.

### **Speaker Report — Dr. Emarely Rosa-Dávila**

- Senate Leadership is meeting with Chancellor on Thursday next week.
- Faculty are all asked to submit comments on proposed policy changes by February 2<sup>nd</sup>. Want to give faculty at least three weeks to review policies because there are 8 policies up for review and they almost all affect faculty directly.

### **Unfinished Business — Dr. Emarely Rosa-Dávila**

**New Business** — Dr. Emarely Rosa-Dávila

*Senate Representative for the Graduate Council for spring semester*

- Dr. Laura Trujillo-Jenks

*First readings*

- URP 02.255 Digital Learning
  - URP 02.260 Learning Management System
  - URP 02.270 Assignments and Exams during Last Week of Classes
  - URP 02.340 Affiliated Faculty Appointments
  - URP 02.344 Ranks and Titles of University Faculty
  - URP 02.364 Salary for Administrators Returning to Faculty
  - URP 02.400 Research Intellectual Property
  - URP 02.XXX Digital Course Materials Intellectual Property
- Senators should forward these policies to their constituents.
  - After next week's Executive Committee meeting, the Speaker will notify Senators which specific Senators the feedback on individual policies should be directed. Senate will maintain individual Google documents in the Senate drive to facilitate the collecting and maintaining of feedback.

**Speaker Pro Tem Report** – Dr. Suzanna Dillon

No report.

**Secretary Report** – Dr. Wouter van Erve

No report.

**Report from TCFS Representative** – Dr. Shawnda Smith

No report.

**Project Thrive**

- *Program Viability* — Dr. Suzanna Dillon, Dr. Jessica Gullion  
Ongoing debate about the inclusion for quantitative and qualitative data. Focus on making data available to departments so they're able to monitor the efficacy of their ongoing efforts to improve. In subsequent steps there will be an explicit spot for qualitative information. Committee is close to being done with the framework; programs will be invited to pilot the framework and give feedback to the committee. Want to make sure it's easy to use and not cumbersome.

- *Budget Transparency* — Dr. Peggy Landrum, Dr. Jeffrey Williams  
Uploaded to the Senate Drive is a recap of fall. Looking at four categories next, but two will be the immediate focus: plan for accessing data, improving access to key financial data and possibly dashboard access tools. Also looking at standardizing reporting and providing frameworks for more structured reporting. Will meet with Dr. Bauer to make sure that expectations are aligned.

### **New Faculty Concerns**

- *Course Revision Project – Labor Demands* — Dr. Agatha Beins, Dr. Angela Mooney
- *Potential Costs and Additional Resources for the Course Review Project* — Dr. Agatha Beins, Dr. Angela Mooney
  - o Faculty are concerned with the increased labor demands that the curriculum review process is putting on faculty. This was brought up by one of the Regents at the Board meeting. Provost Bauer will look into this.
- *Complaints Regarding Contractors Hired by FMC* — Dr. Camelia Maier
- *Confusion Regarding Ordering Small Lab Equipment and Chemicals with Grants and Departmental Budgets* — Dr. Camelia Maier
  - o FMC has their own contractors, but one does not do a good job. Faculty member needed HVAC repaired in culture room. Work took a long time and caused faculty to lose research time. Same company was hired to fix HVAC in greenhouse, which is also not working well.
  - o Concern was also about ordering (small) equipment and inefficiencies; contractor could order equipment to fix labs but at an inflated rate. Some preferred vendors not registered with the university, and so only option is to order equipment and supplies at perhaps inflated costs.
- *Delay in Executing Speaker Contracts (Procurement)* — Dr. Wouter van Erve
  - o Procurement is taking a long time to execute speaker's contracts, putting events at risk of being cancelled. This is not desirable, especially with big name speakers such as the one planned for the Jamison Lecture in March (Bernice King).
  - o Dr. Bauer will follow up with Facilities and Procurement about all of these concerns, as this is clearly not how things are supposed to work.

### **Consent Agenda**

#### **Standing Committee Chair Reports**

Academic Freedom and Responsibility:

Academic Standards Committee:

Administrator Evaluation:

Budget and Planning:

Committee Selection Committee:

Constitution and Bylaws:

Elections:



Faculty Affairs:

Faculty Handbook:

**University Committee Liaison Reports**

Academic Affairs Budget Committee:

Athletic Council:

Curriculum Committee:

Distance Education Advisory Committee:

Faculty Evaluation & Development Committee:

Graduate Council:

Honorary Degree Committee:

Undergraduate Council:

**Adjournment**

Motion to Adjourn, Landrum; second, Williams

Meeting was adjourned at 12:36 p.m.

Wouter van Erve, Secretary



Personal  
Care  
Attendant  
Policy

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# Purpose of the Policy

- Enable access and independence of students with disabilities to live and study at TWU
- Clarify rights and responsibilities of PCA, Student and University
- Create an official record of the PCAs on campus in any given term

# Procedures

- Student must register with DSS for consideration of PCA Accommodation
- Student hires PCA
- PCA requirements
  - Complete/pass background check
  - Wear a TWU ID when providing care on campus
  - Follow all applicable university policies, rules, regulations and procedures
- Student and PCA sign Personal Care Attendant Agreement
- Notifications of accommodation
  - Instructors notified via DSS issued accommodation letter
  - Housing notified by DSS contact

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# PCA Role in the Classroom

- Abide by classroom management rules outlined by instructor
- Provide assistance related to student's disability.
  - May not:
    - Exceed scope of caretaking
    - Provide academic support
    - Participate in Learning process
- Faculty may contact DSS to discuss any PCA related issues/concerns

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**Questions?**



**TEXAS WOMAN'S**  
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Road to 20,000 by 2028

Dr. Javier Flores, Vice President of Enrollment Management

# Faculty is important to Recruitment

## Every University



Student  
Activities



Campus  
Resources



Campus  
Housing



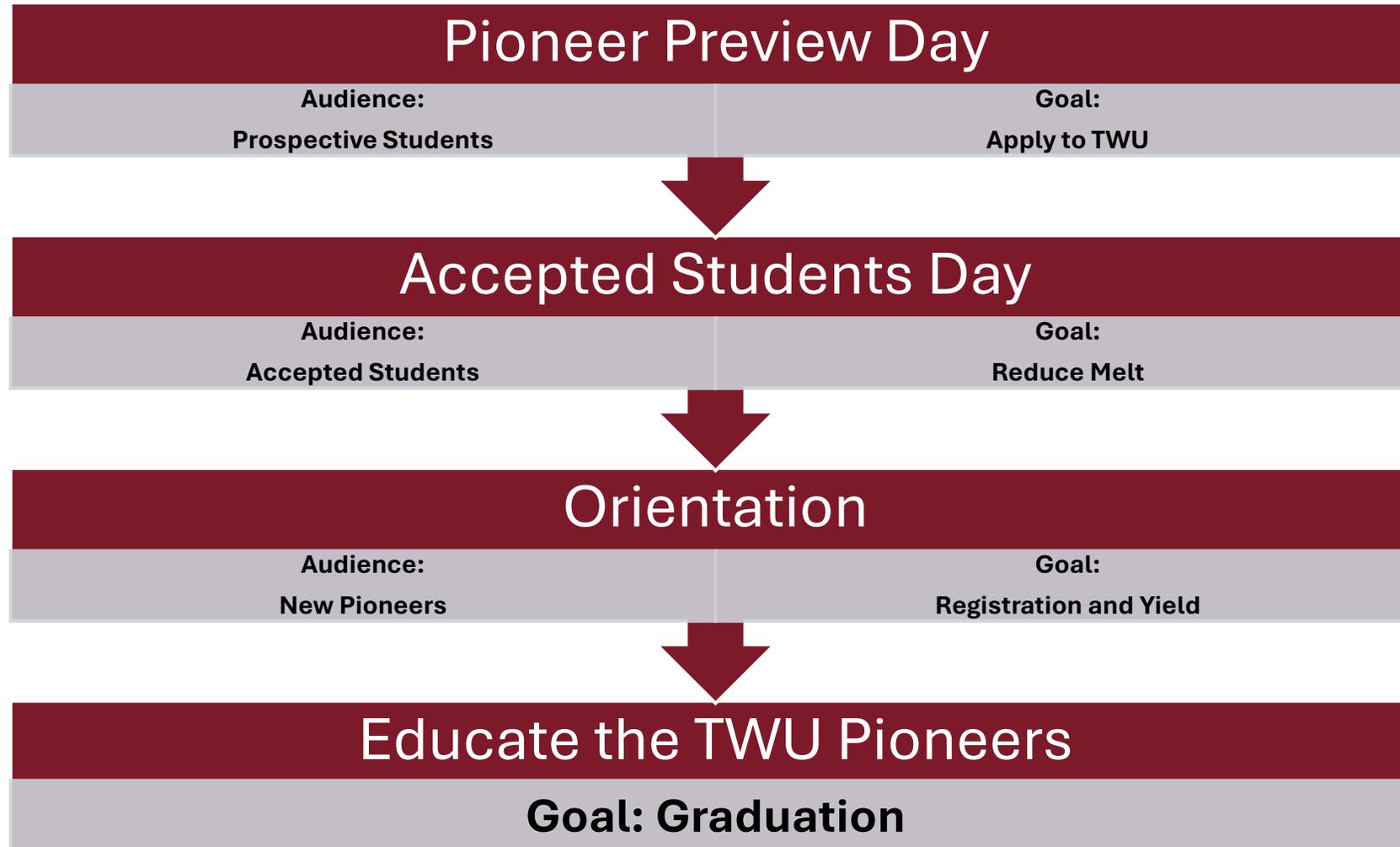
Beautiful  
Campus

## Texas Woman's University

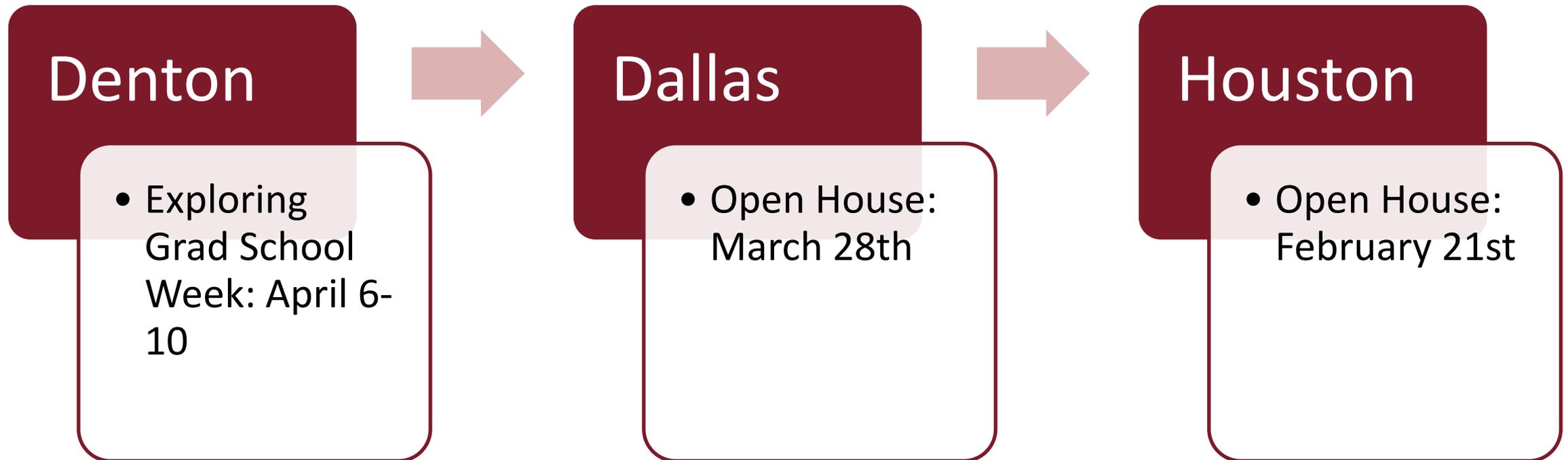


**TWU has YOU!**

# Current Requests of Faculty and Colleges

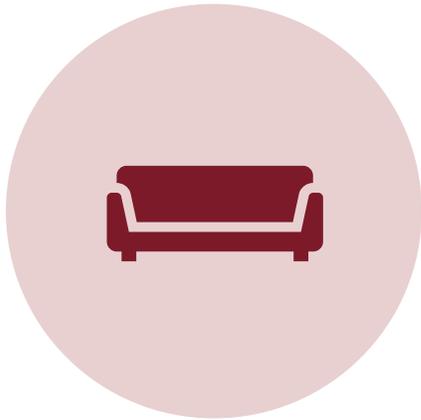


# Current Requests of Faculty and Colleges



General Information Sessions throughout the year focused on discipline areas.

# Enrollment Management Needs



HELP US IDENTIFY THE  
EMPTY SEATS



DETERMINE CAPACITY AND  
POTENTIAL GROWTH



REPORT EVENTS,  
CONNECTIONS, AND VISITS

# Future idea - Discussion

Imagine the impact of your involvement.  
How do you want to be involved?

# Future idea - Discussion

## Possible ideas:

- Campus Tours
  - Bring future Pioneers into the classrooms
  - Meet students after a tour
- Congratulatory Letters
  - Letters on file to be automatically sent when a student gets accepted in your area
- Community Outreach
  - Use your talents to help the community
  - Bring swag and gather information on future Pioneers

## Possible ideas:

- Video Series
  - Short videos sharing elements of programs such as career opportunities after graduation, how to manage work/life/education balance, testimonies from faculty and recent alumni
- TWU representation during professional Conferences
  - Already going to a conference? Consider setting up an exhibit book or sponsorship.
  - Bring swag and gather information on future Pioneers
- Update Website Regularly
  - Make sure all website information is up to date and accurate, especially dates and requirements.

# Contact info for Enrollment Management



**Adam Pitts**

Executive Director, Undergraduate  
Admissions & Recruitment

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**Dana Mordecai**

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**Josh Walton**

Director, New Student Programs

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**Lacey Thompson**

Executive Director, Financial Aid &  
Scholarships

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# Contact info for Enrollment Management



**Nayely Martinez De Lima**

Associate Director, Enrollment Services  
Dallas One Stop



**Jennifer Lewis**

Assistant Director, Enrollment Services  
Houston One Stop



**TEXAS WOMAN'S**  
UNIVERSITY

*Thank you for your time!*

**Executive Summary**

IT Solutions maintained a solid performance in December FY2026, delivering enterprise application enhancements, successful integrations, and operational improvements while managing various staffing challenges.

Highlighted Key Projects are:

- Target X/Salesforce - detail assessments complete; pain points and priorities identified; next actions under review
- Stellic Advising Software – Phase I: planning, identifying data feeds, and setup analysis well underway
- Oracle Student Financial Planning (FinAid) – cost finalized for license & implementation; approval review underway
- TWU Business Intelligence – Visualization and data-driven decision-making; portal complete and under review

**Team Scorecard**

Pillar	Team(s)	Key Accomplishments/Challenges
<b>Support Services</b>	Service Desk	<p><b>Accomplishments-Focus:</b> Effectively managed typical end of semester surge in demand while maintaining fast service delivery. Handled 2,598 calls (<i>56% increase</i>) and resolved 1309 out of 1436 tickets (<i>91%</i>) —two distinct service channels—with a 4-hour average resolution time maintained</p> <p><b>Challenges:</b> Identity synchronization delays and increased phishing activity impacted user access and security workload</p>
	End User Computing	<p><b>Accomplishments-Focus:</b> Sustained high-quality end-user support despite recurring application issues requiring extended troubleshooting, while maintaining ticket performance and positive user satisfaction. <i>Achieved 100% compliance with ticket resolution within 30 days</i> and upheld positive satisfaction scores throughout the month</p> <p><b>Challenges:</b> Recurring Adobe issues required extended troubleshooting and rework, increasing resolution effort and escalation volume</p>
	Learning Environments	<p><b>Accomplishments-Focus:</b> Advanced learning space modernization while building team capacity through promotions and cross-training (ACT 16/15). <i>ACT15 completed</i>, ACT16 substantially complete with final walkthrough scheduled, and cross-support initiated across Learning Env staff</p> <p><b>Challenges:</b> ACT16 completion was delayed by unforeseen power and network infrastructure limitations requiring additional equipment</p>
<b>Infrastructure</b>	Platforms ( <i>Data Center, Servers</i> )	<p><b>Accomplishments-Focus:</b> Filled the Systems Engineer position with a contractor to stabilize operations. Implemented the new WAVE System—a wireless panic/emergency alert solution—to enable immediate notifications to campus police when emergency presence is required</p> <p><b>Challenges:</b> Email issues / Headcount – one position unfilled</p>
	Unified Communications ( <i>Network, Wi-Fi, Phones, Firewall</i> )	<p><b>Accomplishments-Focus:</b> Advanced telephony modernization with <i>AudioCodes migration reaching 20% completion</i>; and finalized the RingCentral contract to support future cloud-based communications.</p> <p><b>Challenges:</b> Aging copper lines on Blue Code phones are deteriorating, posing reliability risks for emergency communication</p>
	Network	<p><b>Accomplishments-Focus:</b> Resolved a semester-long outage in the Fit-Rec game lounge by identifying the root cause and collaborating with the vendor to restore service. Enhanced Wi-Fi coverage at Pioneer Hall for Graduation by deploying six new Access Points (APs) and upgrading two existing APs to improve connectivity for event attendees</p> <p><b>Challenges:</b> Staffing shortages with two positions unfilled and ongoing remediation of multiple fiber cuts impacting East Campus connectivity</p>

<b>Enterprise Apps</b>	Business Applications	<p><b>Accomplishments-Focus:</b> Improved scholarship import/acceptance process by preventing acceptance in Self-Service based on award status and adding messaging to direct students to BAM</p> <p><b>Challenges:</b> Competing priorities – multiple active projects vs operations and maintenance</p>
	Data Warehouse	<p><b>Accomplishments-Focus:</b> Completed Data Migration 1 for SQL Migration project</p> <p><b>Challenges:</b> Competing priorities – multiple active projects vs operations and maintenance</p>
	Integrations	<p><b>Accomplishments-Focus:</b> Modifications to the student application import in preparation for the CommonApp and other application types</p> <p><b>Challenges:</b> Competing priorities – multiple active projects vs operations and maintenance</p>
<b>Information Security</b>	InfoSec Team	<p><b>Accomplishments-Focus:</b> 54 risk assessments signed and completed; 7.6 million malicious emails blocked by Proofpoint</p> <p><b>Challenges:</b> Proofpoint/Exchange email issues (resolution in process)</p>
<b>Project Management</b>	Project Management	<p><b>Accomplishments-Focus:</b> Successfully completed the Oracle Integration Cloud (OIC) upgrade before the holiday break, ensuring minimal disruption to business operations</p> <p><b>Challenges:</b> Overlap of high-impact initiatives (ApplyTexas Integration, Accessibility Compliance, OIC Upgrade) created workload balancing challenges</p>
	Outreach & Engagement	<p><b>Accomplishments-Focus:</b> Supported and contributed to the successful execution of the Houston Graduation Commencement on December 7</p> <p><b>Challenges:</b> Listserv/email reliability and visibility challenges</p>
	Business Systems Analysis	<p><b>Accomplishments-Focus:</b> Completed Financial Aid Oracle Cloud BPR Project</p> <p><b>Challenges:</b> Lapse in LucidChart licensing caused issues with finishing projects</p>
	Data Visualization	<p><b>Accomplishments-Focus:</b> Launched Monthly Portal Newsletter for All Analytics Users</p> <p><b>Challenges:</b> Extracting Data from CAS for Incomplete Applications</p>
<b>IT Operations</b>	IT Ops	<p><b>Accomplishments-Focus:</b> Improving PDF cost efficiency while enhancing user experience through more reliable licensing and PDF alternatives; Identified a possible <u>57% cost reduction</u> alternative for PDF licensing (Testing FOXIT)</p> <p><b>Challenges:</b> Adobe Acrobat is very cost prohibitive at \$130 each and has high, repeated, license failures</p>

## TWU IT Project Portfolio & Systems Overview

### Projects In Flight (Current as of 01-15-26)

Total Projects: 35

Active: 26 projects

Inactive On Deck: 6 projects

On Hold: 3 projects

### Project Completion Metrics

Projects Above 50% Complete: 14

Targeted for Closure 90%+ Complete: 5

Completed: OIC Gen 3

Business Unit	Projects
ITS	12
Security	5
Finance & Strategy	5
Enrollment Management	4
Outreach & Engagement	3
Curriculum & Strategic Initiatives	2
Facilities Management	1
Academic Affairs	1
Procurement Services	1
School of Science & Biology	1
Total	35

System	Projects
Oracle	9
Colleague	6
Salesforce	6
Network	6
All Systems	6
Ticketing Sys	2
Total	35

### Projects Closed

Last Year January 2025 to December 2025

Business Unit	Projects
ITS	6
Admissions	2
Bursar's Office	1
College of Business	1
Counseling & Psychological Services	1
Dean Professional Education	1
Enrollment Management	3
Finance & Administration	2
Human Resources	2
Procurement Services	3
Registrar's Office	1
Risk Management	1
University Housing & Dining	1
Provost/VP Acad Affairs	1
Total	26

System	Projects
Oracle	5
Colleague	8
Salesforce	1
OnBase	3
All Systems	7
Ticketing Sys	2
Total	26

## Faculty Senate Budget Committee

### Agenda and Minutes

Thursday, November 13, 2025, from 10-11:15 AM

1. Updates from Academic Affairs Budget Advisory Committee (AABAC)
  - a. First meeting held on Halloween.
  - b. Updates on Agenda items:
    - i. Drafting a policy re: the use of program fees
      1. Concern from Faculty: Concern about policy on program fees and what that will consist of. If we place strong restrictions on the use of these funds — for example, stating that clinic and program fees may not be used to purchase food — it could impede our work. While this restriction may not affect some departments, our SLP program must purchase food for “feeding or swallowing therapy.” The current wording allows exceptions only for research; however, this therapy is not research but rather required teaching. Writing a policy this rigid would ultimately hinder our ability to educate our students effectively.
      2. Will there be a percentage or maximum dollar amount per person or per event that can be spent?
      3. Can program fees be used only by the programs that generate the fees? Does differential tuition get included in the program fees? Where is the clear language on where funds can and cannot be spent?
    - ii. Overview of Project Thrive and its relationship to the AABAC
      1. Updates from Faculty Senate Representatives to Project Thrive: Budget Transparency Work Group
        - a. Survey being sent to the Council of Chairs regarding budget transparency. Items include what data will be included in the dashboard, what it will look like, how to access Oracle cloud, what training might be needed, what reports need to be made available?
          - i. Concerns expressed about what this process means for the students. What does it mean when they see money being spent but not in ways that impact them?

2. Updates from Faculty Senate Representatives to Project Thrive:  
Program Viability Work Group

- a. Discussion of guiding framework and rubric in progress, with three levels/stages of review.
- b. Concerns about the heavy emphasis on quantitative data, which can be interpreted without context.
- c. Concern that those programs that are on the edge, they must engage in a regular process of justifying their existence (worth, value, job). This process detracts from efforts being spent to contribute to the program.
- d. Concerns that if the first level/stage is just financial/quantitative, then programs are always begin put in a position to defend themselves. If this is where we are going, we need the administration to state this... it becomes a business focus rather than an educational focus.
- e. Concerns that grant funding goes to the faculty or the school, not the program level. If program level is the unit of measure.
- f. Concerns about program level review (as unit of measure) rather than departments or schools.
- g. Concerns about administrative decision being made (perhaps in anticipation of these budgetary/business perspectives) without faculty input and/or program voice.

iii. Faculty and staff merit increases

1. Discussion of raising course minimums in effort to generate funds sufficient for merit increases.

iv. Financial analyses of programs requesting to fill faculty lines

2. Matters Arising from Members:

- a. What about other components such as administration (especially higher-level positions) and staff, which account for more than half of the university's resources? We understand this may be beyond the scope of Academic Affairs or the Faculty Senate, but overall, improving efficiency and transparency across the entire university is essential.
- b. Concerns as to why merit raises are not included as a "fixed cost" that is accounted for in annual budgets. Suggests low value of the faculty.

- c. Continued concerns about administrator salaries; how, if ever, they are reviewed (and by who); and how it affects the bottom line of the programs that are being reviewed.
3. Next Meeting: January – New doodle poll will go out for members to accommodate spring schedules.

## **Budget Transparency & Literacy Working Group - DRAFT**

Notes from December 5, 2025

### **1. Welcome and review of proposed agenda (Beth and Nasrin) (8:45 a.m.)**

#### **a. Review of draft agenda for this meeting.**

- the plan is to end the meeting 10 min early to allow for transition to other meetings

#### **b. Review of Minutes from the meeting on November 21st**

- There were no changes

### **2. December Deliverable – Mid-year report**

- Nasrin sent the link to the first draft was sent out to working group members on 11.29.25
- Group members were not able to add comments by Dec 5, and the due date was extended to Dec 19 for the working group to edit and / or add comments. Then Nasrin will integrate feedback and send to Provost by Dec 22nd.
- Nasrin walked through the mid year report structure with the group.

Here is the link to the mid-year report:

[https://docs.google.com/document/d/1f377BZI\\_3BVqe4xRv59Jk1cO-iivd5sv/edit?usp=drive\\_link&ouid=106780433111401565799&rtopf=true&sd=true](https://docs.google.com/document/d/1f377BZI_3BVqe4xRv59Jk1cO-iivd5sv/edit?usp=drive_link&ouid=106780433111401565799&rtopf=true&sd=true)

### **3. Survey discussion**

- Nasrin emailed a Certificate of Appreciation as an attachment to the respondents that tested the survey: Hawkins, Sellers and Clutter.
- Update on survey administration to CoC:
  - The survey administered to the CoC closed Monday November 24<sup>th</sup>.
  - Jason sent out survey results to Peggy and Lisa on November 25<sup>th</sup>.
- Update from Lisa and Peggy on their analysis and observations.
  - Lisa walked the group through the graphs and tables summarizing the results of the quantitative items.
  - Peggy Lisa walked the group through the graphs and tables summarizing the results of the quantitative items.
  - The group was asked to review results after the meeting and add their comments

- Here is the link to the Survey results document. It can be found in our working folder under the Survey Data Analysis folder.

[https://docs.google.com/document/d/1k0\\_Fk4t8VsZAyqFTxO0nzzK1ZJ0qNRXoVBH0dKFuFqE/edit?usp=sharing](https://docs.google.com/document/d/1k0_Fk4t8VsZAyqFTxO0nzzK1ZJ0qNRXoVBH0dKFuFqE/edit?usp=sharing)

#### **4. Next steps and wrap-up (9:35 – 9:40 a.m.)**

a. Our next formal in-person meeting will be January 16<sup>th</sup>. Calendar invites have been adjusted accordingly given commencement, finals week, and start of Spring term.

b. The group was asked to review mid year report after the meeting and add their comments

Here is the link to the mid-year report:

[https://docs.google.com/document/d/1f377BZI\\_3BVqe4xRv59JklcO-iivd5sv/edit?usp=drive\\_link&oid=106780433111401565799&rtpof=true&sd=true](https://docs.google.com/document/d/1f377BZI_3BVqe4xRv59JklcO-iivd5sv/edit?usp=drive_link&oid=106780433111401565799&rtpof=true&sd=true)

c. The group was asked to review survey results after the meeting and add their comments

- Here is the link to the Survey results document. It can be found in our working folder under the Survey Data Analysis folder.

[https://docs.google.com/document/d/1k0\\_Fk4t8VsZAyqFTxO0nzzK1ZJ0qNRXoVBH0dKFuFqE/edit?usp=sharing](https://docs.google.com/document/d/1k0_Fk4t8VsZAyqFTxO0nzzK1ZJ0qNRXoVBH0dKFuFqE/edit?usp=sharing)

#### **5. Adjournment**

- Adjourned at 9:16 AM
- Note: Ending early so folks can attend the CAS Dean candidate presentation if they would like.

## **Budget Transparency & Literacy Working Group - DRAFT**

Agenda for January 16, 2026

### **1. Welcome and review of proposed agenda (Beth and Nasrin) (8:45 a.m.)**

- a. Review of draft agenda for this meeting
- b. Minutes of December 5th meeting – any changes?

### **2. Mid-year report – follow-up (8:55 – 9:10 a.m.)**

- a. Sent to Provost December 19<sup>th</sup>
- b. Everyone's input was appreciated.
- c. Next steps (not outlined in detail in the report intentionally.)

### **3. Planning for next several months to achieve stated deliverables (9:15 – 9:45 a.m.)**

- a. Brainstorm approaches and options to meet following:
  1. Data Access Plan – A set of recommendations for improving access to key financial and budgetary data, including potential dashboard tools.
  2. Standardized Reporting Framework – Templates and guidelines for consistent budget reports across schools, colleges and units.
  3. Training and Communication Plan – A strategy for improving financial data literacy, including workshops, guides, and ongoing education efforts.
  4. Recommendations for Integration – Suggestions on how to embed financial transparency into governance structures, including alignment with the Budget Advisory Committee.

### **4. Next steps / action items (9:45 – 10:00 a.m.)**

- a. Other items for discussion.
- b. Closing comments.

### **5. Adjournment (10:00 a.m.)**