**UFS Agenda  
Meeting: 17 January 2018   
Bogomolny Room – Student Center  
Lunch served at 11:30  
Meeting at 12:00-2:00**

Attn: JC Weiss (MSB/ UFS President), Stephanie Gibson (CAS/UFS Vice-President), Stephen “Mike” Kiel (Libraries/UFS Secretary), Kurt Schmoke (President), Darlene Smith (Provost), Kathryn Summers (CAS), Greg Walsh (CAS), Rajesh Mirani (MSB), David Lingelbach (MSB), Ben Wright (CPA), Tara Richards (CPA), Cassandra Jones (Law), Mort Sellers (Law), Michael Hayes (Law), Julie Simon (CUSF Representative), Irv Brown (Adjunct Advisory Council)

Abst: Jessica Sowa (CPA)

Guests: Beth Amyot (CFO), Catherine Anderson (Vice Provost), Aaron Wachhaus (APC Chair/CPA), Sally Farley (Honors/CAS), Dave Riggin (OTS), Nicole Marano (Provost Office), Chris Spencer (CAS), Deb Kohl (CAS), Roger Hartley (CPA), Karen Karmiol (Provost Office), Paul Moniodis (IR), Barbara Augenbaugh (A&F), Eric Jones (Comptroller), Bill Boyd (A&F), Megan Manley (CPA), James Hale (FMCP), Neb Sertsu (FMCP), Betsy Nix (CAS), Antoinette Joseph (A&F), Shana Bynon (A&F), Chris Manthorne (A&F), Kiever Jordan (A&F), Marlyn Oblak (MSB), Candace Carac0 (Provost Office), Laura Wilson-Gentry (CPA), John Chapin (Libraries), Lucy Holman (Libraries), Suzanne Tabor (OGPF), Mark Jacque (A&F), Mary Beth Waak (A&F), Seyed Mohammedi (UBO), Chris Hart (OGPF), Mairin Barney (Libraries), Laurie Harow (Law, Staff Senate), Jeff Zavrotny (Law), Bill Schnirel (Student Affairs), Zach Luhman (CSI)

1. **Logistical items**
   1. Approval of December minutes 2017. [Sakai] – Approved unanimously
   2. Approval of January 17, 2018 agenda [Sakai] – Approved unanimously
   3. Please announce your name and role when you speak (to help our new secretary)
2. **President’s** **report**
   1. Introduction of new CFO – Beth Amyot  
      After being introduced by the president Beth noted that she had accepted the position because the mission of UB, serious career minded first generation students, appealed to her. She also indicated that she has experience with universities with fiscal challenges and that she sees a path forward for UB. She looks forward to building relationships with faculty as part of developing a 5 year financial plan.
   2. Coalition update  
      Both sides are appealing the most recent ruling. The state has asked the judge to stay her monitoring order… she is not. This matters as any new programs must be approved by the court in addition to normal procedures while monitoring is in effect.
   3. Budget update   
      On February 2nd there will be a town hall, which focuses on our long range plans. At that time a plan will be presented with very specific numbers for feedback with a final plan being adopted by April 1st. In response to resolutions from CAS and MSB, the president presented an overview of some of his current thinking and ideas under consideration. It was stressed that there would be opportunity for discussion and asked that the community keep an open mind till the full plan is presented.  
         
      **Plan Overview** – The University faces a 6 million dollar deficit in a budget of 110 million, a third of which is fixed costs. A two academic year plan is being developed to reach financial stability, guided by the need to achieve our academic goals in the strategic plan, the results of program prioritization, and financial sustainability. The plan does not involve eliminating tenured **or** tenure track faculty positions. Most impact will be on vacant positions and reorganization will help eliminate and consolidate administrative staff.  
        
      The budget needs to be balanced and compliant with regulation. In addition the most important principles considered were having student learning is the highest priority, protecting faculty positions with layoffs the last resort, that the health and safety of the campus not be sacrificed, and that admission and financial aid are preserved as the lifeline of recruitment and revenue. With a lot of principles to consider that has led to difficult decisions and tradeoffs.  
        
      On the growth side a dedicated fund for marketing will be developed, possibly using foundation resources. There will also be an increase in 3+3 programs, as well as promotion and strengthening of our online activities. Some savings can be created by centralizing financial management functions and outsourcing some services, but also there must be some budget cuts. The university would use reserves in both of the next two years and should be able to monetize its real-estate, we have property that can generate revenue. Finally the plan would restructure the administration of some academic programs resulting in three colleges rather than four.

**Administrative Consolidation**: Many business and budget management functions can be centralized, as can IR and analytics, as well as marketing and communications. Also under consideration is the outsourcing of counseling and consolidation and centralization of technology services.  
  
**Reserves**: The University planned to use 1.5 mil this year but did not, in part through furloughs. This amount might be used in each of the next two years.

**Restructuring:** The creation of a 4th school added additional costs, and one option under consideration would move programs from CAS to MBS and CPA returning to a three college model. This was noted again to be only part of the full plan to be presented on February 2nd, and that proposals that could achieve similar savings were welcome.

As restructuring has been considered the first principle has been to preserve positions and keep departments together, then conforming to the areas of excellence in the strategic plan, while protecting student support services, and reducing administrative costs. Data of various kinds has been used to ensure that any decisions are informed decisions.

CAS representatives noted their appreciation for the president meeting the deadline in their resolution and noted their bylaws that state the faculty should have input as to these matters. They look forward to a conversation.

Discussion: When the college of liberal arts was split many were opposed. It would be more appropriate to merge CAS and CPA… but shouldn’t this be an effort to make a vision for the identity of the schools?  
Yes, there should be discussion about the identity and vision for the schools after any movement of programs.

Discussion: Are the areas of excellence in the strategic plan officially defined?  
The strategic plan and the areas of excellence will be part of the full budget plan. Objections were not received to the areas overall, but how programs match to the areas can potentially be adjusted.

Discussion: What enrollment assumptions are being made?   
Previously UB has a plan to grow to 8000 but 5-6 seems more sustainable. Next year our projection is for 5300 with similar numbers for the following 2 years. Over 7-8 years we believe we can achieve reasonable growth overall of about 9%, helped by a projected an increase in high school graduates circa 2020. This anticipate a slight decline in enrollments because of our current pipelines.

Additional comments from the president noted that the university is in a very competitive environment. Some of our big feeders were undercut by the admission of freshmen, and at the same time UB has lost some of its nontraditional students to UMUC. In addition Community Colleges are urging the legislature to permit the awarding of Bachelors degrees, which will further change landscape. Student excellence and success should be our focus. One way to deal with the budget situation would be to become open enrollment, but over time that would destroy any sense of quality. That could fix the finances but would mean incredible reputational harm.

* 1. Commencement updates  
     Spring speakers have been drawn from the list created through our new process:  
     Graduate – The president of the Goldseker Foundation, Matt Gallagher  
     Undergrad – The director of the Franz Merrick Foundation, Amy Goss  
     In fall, David Rubenstein chair of the Smithsonian and Kennedy Center
  2. Hosting USM BOR meeting in February (2/8-9)  
     A primary topic of discussion on the 8th will be legal education, the Dean and law students will present. A more general presentation on the 9th will highlight community engagement, in part with a film by CPA.

1. **Provost’s report**
   1. CELTT and Online faculty advisory committees  
      The Academic Support Committee can ultimately be a home for efforts to support CELTT, but there will still be a separate advisory group for the time being. The goals would include exploring a replacement for Sakai, and defining best practices, among others.
   2. Shared service taskforce   
      Some of the results of the taskforce were mentioned in the previous budget discussion. Small workgroups examined ways to increase productivity, even with minimal cost savings. This was done quickly to give a preliminary assessment, we tried to balance the need and desire for faculty engagement. The recommendations were shared in the Executive Committee and this will be discussed in detail during the Feb 2nd town hall.
   3. Program Prioritization  
      There was lot of work done in a short time in fall, which was not the plan originally envisioned. Departments and made recommendations to deans and we had a 2 day retreat discussing the portfolio of programs including the deans and associate deans, including the library, VP for enrollment, the provost and associate provost. Most analysis and discussion focused on market share, enrollment and graduation rates, and alignment with the UB mission.

The deans have shared the resulting document with their leadership teams. Opportunities to invest in some high growth programs are identifies. In others case some modifications, like name changes or revising the program, are proposed. Sometimes there were suggestions originating in departments to combine or reconfigure. One example, merge International Studies with the program of Government and Public Policy. In cases where there was a recommendation was to suspend or divest sometime this can be done quickly, others cannot. There must to be a lot of faculty discussion moving forward but the goal is to develop a sustainable portfolio of programs.

Discussion: What will moving graduate student programs online mean?   
The intent is to increase online offerings not replacement face to face courses in order to respond to student demand for quality programs and convenience. In the MBA for example, there are very few enrolled in the online MBA but 60% of credits are online.

This should be done carefully or else we will lose human capital on campus. For example, some graduate student positions can currently not be filled with online students unwilling to come to campus. This also has implications for international students who must take some classes face to face.

Recommendations will go to the senates and divisions for feedback and further recommendations. As part of shared governance the chancellor and system are clear that the faculty are in charge of curriculum, admission and graduation standards, and tenure.

1. **UFS President’s report** **& discussion**
   1. SPBC – reconfigure committee  
      As strategic planning is drawing to a close, the committee is being reconfigured to focus more on budgeting moving forward. The final touches on the strategic plan are about ensuring that it aligns with the system.
   2. MSB resolution regarding joint MS in Accounting  
      An informational item that some concerns have been raised about this program, and a resolution may be coming in February to the senate.
   3. Safe and ethical testing scenarios resolution  
      MSB brought forward a resolution regarding the need for students to have a place outside of the traditional classroom setting to take exams and our need to systematically accommodate this.  
        
      There was agreement that this was an important issue, and a number of approaches to move it forward were suggested including officially designated make up times which could vary by school. There was general support that the academic support committee should explore solutions while including Natalie Malm from CELTT as well as Student Affairs.
   4. Campus ID policy update   
      The policy will not officially begin until the fall 2018 semester, however faculty are **encouraged** to wear them to promote a culture of wearing university identification
   5. Faculty Appeals committee update  
      The committee is meeting and its work is ongoing, for matters of confidentiality this is all that can be disclosed.
   6. Resolutions from MSB & CAS re: financial plan  
      These resolutions were addressed in the preceding budget discussion.
2. **Committee reports/actions**
   1. Ad hoc bylaws committee formation  
      The senate is creating a short term to draft bylaws by the middle of March. Each senate to submit 1 or 2 names by the end of January. This process might also encourage college and school senates to develop bylaws as well.
   2. Work Life committee matter – Faculty Bullying  
      In response to reports of tenure track faculty’s research interests being respected some specific suggestions were made including adopting something similar to Salisbury’s faculty code of conduct. It also might be time to reexamine the grievance policy if it is not currently clear what to do if a chair or director is the party engaged in bad conduct.

There was general agreement that this would be a matter to be dealt with by the ombudsperson process we need to develop this spring and adopt in all bodies in response to system mandates. Motion seconded and APPROVED to refer to the University work life committee

* 1. APC – No new items to report
  2. Graduate council – No new items to report

1. **A&F** **update** –actual to budget  
   The University continues to manage the enrollment shortfall, through furloughs and the hiring freeze. Enrollments are currently trending to the most likely scenarios. At the February meeting we will be pre census but have a clearer picture to present
2. **Marketing and enrollment**  
   The most likely target for enrollment is 5116, below last spring. Currently we are very close to the most likely scenario for continuing students, and hoping to achieve our best case new students. Currently enrollment is about 91% to goal.  
     
   Discussion: How can faculty and program directors can effectively help students with financial holds?  
   One of the most important things that can be done is referring the student to the financial aid office. Calling and contacting students alone can be helpful, and increased communication and collaboration between offices is helping.   
     
   Discussion: The inability of students with holds to preregister can create serious problems. Could we reverse this and instead remove students if a hold isn’t cleared by a certain time?  
   This has been demonstrated to be an effective strategy for smaller dollar amounts and is referred to as “dropping for nonpayment” at other universities and it can definitely be explored here.  
     
   There was also some discussion of scholarships generally including small “near completer” and “progression” grants to aid retention and matriculation and ameliorate this problems. Brandon Vinson should be invited to present to a future senate meeting regarding a revamped scholarship strategy for next year.
3. **Items for CUSF** **/ CUSF update**  
   The most recent meeting was held at UB. Title IX continues to be an important item of discussion. The system is committed to regardless of federal guidance. An accessibility and affordability conference was held at UMUC, where OERs were a topic of discussion. Lastly ombudspersons continue to be an important initiative.
4. **College/School** updates   
   Only the Libraries reported out – Reminder, RED Talks on February 6th
5. **Executive Session**  
   **Closed – No notes taken**

**Important upcoming dates**

* Town Hall February 2, 2018, 10 AM-12 PM, Moot Court (Law School)
* Spring Commencement: May 23, 2018
* UFS 2017-18 meeting dates:
  + 1/17/18
  + 2/7/18
  + 3/7/18
  + 4/4/18
  + 5/2/18