**UFS Minutes**

**Meeting: 15 January 2020**

**Bogomolny Room, Student Center**

Lunch served at 11:30

Attn Member: Stephanie Gibson(UFS Pres/CAS), David Lingelbach(UFS VP/MSB), Stephen “Mike” Kiel (UFS Sec/Libraries), Kurt Schmoke(UB Pres), Darlene Smith(Provost), Beth Amyot(CFO), Julie Simon(CUSF), Jessica Sowa(CPA), Jeffrey Ross(CPA), Tina DiFranco(CPA), Frank VanVliet(MSB), JC Weiss(MSB), Kristen Eyssell(CAS), Mike Frederick(CAS), Michael Hayes(LAW), Angela Vallario(LAW)

Attn Guest: Alan Weisman(CPA), Amrita Shenoy(CPA), Candace Caraco(Provost Office), Chris Spencer(CAS), Allison Jennings-Roche(Libraries), Betsy Nix(CAS), Alex Davis(OTS), Sally Reed(HR), Bridget Blodgett(CAS), Todd Harper(CAS), John Chapin(RLB), Paul Moniodis(Provost Office), David Elliot(OTS), Ron Castanzo(CAS), Barb Aughenbaugh(A&F), Neb Sertsu(A&F)   
Note: There were a number of people in attendance who did not have the opportunity to sign in

**Consent Agenda**

*Logistical Items*

* Approval of December 2019 minutes (1 document)
* Approval of and amendments to January agenda (1 document)

Action items

* Charge to Gen Ed Committee (1 document) To review ethics learning objectives for ethics courses. The committee should report back in March. Approved unanimously after some discussion **[Action 20-09]**
  + Is there more detail to explain what the underlying concern is that the committee should consider?
    - At a recent meeting there was a discussion of whether other upper division ethics courses could be substituted as there is some concern about whether the existing objectives are suitable for a variety of courses.
    - COMAR gives us subjects, the problem for MSB is that we are exceeding the minimum A&H in COMAR.
    - While the ethics requirement is currently part of A&H other courses could likely meet the objectives, business plans for example could be artifacts.
  + This doesn’t seem related to our financial crisis, which we should focus on. We should allow and trust our committee to handle this
* Several curriculum matters were unanimously approved in a single vote as outlined below **[Action 20-10**]:
  + BS BA online completer program to be approved by MHEC (1 document)
  + Suspend and discontinue PMC in Library Technologies (1 document)
  + Suspend and discontinue PBC Digital Media Publishing (1 document)

*Information Items*

* CUSF report (1 document)
* FRM and RCM update (1 document)
* Enrollment systems team report (1 document)
  + This was a good report, a supplement outlining who is assigned to what recruitment territories will be shared after the meeting. **[Document** **20-J]**
* Group to work on indirect cost allocation
* Parking situation (1 document)

Strategic discussion Items

**Board of Regents wants to know our plan. How are conversations about this happening?** For discussion: what isour student body profile, who will we be, what will our cost structure be, how will we get there?

* Some initial announcements by the President preceded discussion
  + Congratulations to MSB for the great ranking for their online MBA.
  + The governor has put 2.4 million in his budget we hadn’t anticipated, this is in addition to the money from the police build out. It would be a base increase, which would be helpful. We are not counting on it yet as we begin forming our budget since it might not be included in the final allocation by the legislature
    - A quick note that advocacy day, coordinated lobbying for higher education, is scheduled this year for Wednesday February, 19th
* An update on voluntary separation and other budget matters
  + The BOR has approved our plan, but they wanted to know our assumptions and other plans. There are 91 people eligible, and the deadline to apply is February 21.
    - We’re assuming that we are moving to a 4k student university
    - Our mix of students would be 60% Grad/40% UG, this would be an increase. Currently we are approximately 53% graduate students
    - We will therefore take steps to right size for this student population
    - We will augment our admissions and recruitment efforts
      * Related to this, over the holiday break there was a substantial gift of 5 million dollars, 1 million a year to incentivize transfers with AAs or Vets with 60 credits. The purpose would be to bridge a gap between Pell grants and tuition. That would cover about 240 people.
      * The regents liked this
      * When would it start? This Spring
    - We also have received money to continue veterans clinics for the next 5 years, which will support efforts to reach that population
  + The president intends to give some more specifics about other steps, at the February 5 meeting

Discussion:

*Student profile and enrollment*

* Where is discussion about our profile and cost structures taking place? Can’t we talk about it here?
  + Not everything can be discussed that way, but we’re open to suggestions.
* Am I correct that enrollment is up? Applications are up, for Fall 2020 currently we have increases of:
  + Freshman 29%
  + Transfer 3%
  + Graduates 53%
  + International 121%
  + Shady Grove 150%
* What would a change to 60% graduate students do if successful? It wouldn’t close the budget gap, correct?
  + That’s true, but it would get us notably closer to financial stability assuming similar amounts of revenue generated per student.
  + So that means we’ll still need to implement other strategies that have been discussed previously.
* We’re wrestling here with questions of who we will be. It seems that many grad students don’t know they are getting scholarships. I think we should consider allocating differently in order to attract some more high performing graduate students. This would help improve our image and knowledge of our programs and help achieve the mix of students the President is suggesting.

*Other initiatives resource allocation*

* We’ve talked a lot about **demand** for programs in the past, and I’m sure we will again, but what about what we can **supply**? I don’t think we are coherent with our strategies to maximize our strengths.
  + For example, how can we create a performance based culture? We could build more resources by strengthening faculty morale.
  + Our students do realize that we are struggling as a University. We do need to try and come up with ways to leverage our passions and strengths.
  + We should think about what other value propositions we can deliver, for example, maybe we can give detailed intense career counseling
    - There is now a student success team that is assigned to students to better connect them with campus resources like this
    - Mentoring has also helped the students navigate, there are about 45 students being mentored currently
* We should also make a decision about what to do with Shady Grove. To help us in addressing this financial situation, it would take an investment to be successful. We’ve likely missed some opportunities by not doing so.
* We started with a summer cohort last summer for online course development through CELTT, we are examining if we have sufficient internal resources or if we can use more Bank of America funds to speed online course development. We need to accelerate, this will be key to graduate growth strategies
  + We are about 50% online now overall, with variance by schools.
  + We need more discussion about international students and online programs, given the requirements international students have for face to face courses.
  + A good point was made earlier that many initiatives would require us to spend money to make money, including an increase in our capacity for online courses
  + We need some nuance in terms of online offerings, for example some courses in an area like creative writing won't always be as easily adapted as something like economics. Let’s make sure we are not using a simplified idea to evaluate things.
  + Changes like these can add a large burden to overtaxed faculty and staff, there is a limit to how much we can do with fewer people. Online development is difficult and time consuming work.
    - We will have to allocate resources differently. This is complicated, and we need data and to carefully consider things.
* If the BOR wants to know our plans, are they suggesting that our mission and strategic plan are no longer appropriate?
  + They would like to know more about how we are going to implement our strategic plan. Especially more about how we will achieve goal 4, establishing financial stability.
  + The BOR wants to know exactly how we will address the enrollment challenge, given that there is really no way to achieve the goal without solving the revenue decline.
  + We have to stabilize our undergraduate enrollment, but we also will need to recruit to retain and enhance reputation.
* These kinds of discussions about student profile, our ability to offer value, and the strategies and support to achieve them are exactly the kind we need and which was referenced earlier.
  + It’s important to not just have decisions about these issues dictated by upper management but developed in consultation

*Space and real estate*

* While we have a lot of excess space, we can’t count on that being a money maker in the short run. For example, it will take a number of years in order to benefit from the postal site we have now acquired
  + How **is** monetizing our real estate going?
    - The biggest contribution right now is of course the police lease which will generate 1.3 million a year for the next 5 years.
    - We are looking at hiring a firm to help us lease or sell newly vacant space but that will take a while
      * It’s important to be delibeater because these are often decisions with long term ramifications, sometimes on the order of decades
      * Would someone else manage the properties?
        + It will depend on the scenario. for example, with the Fitzgerald we work with the developer directly, but we **won’t** be managing tenants.
      * There have been some pitches for the postal site already, but they don’t give us a good yield. We are interested in a mixed use for UB and other businesses or organizations.

*Program changes and related processes*

* Regarding potential program changes, given that the budget has to be submitted in April, the last UFS meeting at which we could discuss changes would be the March meeting. Any curriculum changes that reflect on the budget submission we’d need to approve them in that meetings. The school faculty would need to discuss any changes in February. Are we going to be seeing concrete proposals for discussion soon? How will this happen?
  + In early December, there was a meeting with academic leadership a summary of which was distributed. One topic of discussion was low performing programs, relative to CM1 in the FRM.
    - There are nuances in the FRM so it’s important to think about things from multiple perspectives.
    - It’s important to emphasize that FRM is not a decision making tool, but an agreed upon way to share information.
  + Reports about programs will be submitted on Friday February 7th, in the following week we’d be looking at recommendations and then we would share with the community on the 19th and it could be discussed at March meetings
    - There is no reason discussions couldn’t be happening in school senates already and the administration hopes faculty will have these discussions
  + The process here, seems to be a little unclear. Deans will make decisions about terminations of programs in consultation with faculty?
    - Ultimately final decisions are made by the president. What we are doing is making recommendations to the president. Minority opinions and dissenting views are welcome.
      * Some program changes have already been made through changes in faculty and I think this should be considered. What are the President’s criteria for evaluation?
        + The main focus is on our strengths and value propositions in combination with our competitive environment. Then financial stability, and finally what is consistent with our mission. Non-academic considerations like staffing will also play a role.
        + The more information the President receives the better informed decision making can be
        + The 5 criteria in the reporting on February 7th alignment with these criteria
  + Obviously we can’t talk in UFS about a program elimination of changes without the schools dealing with it first. So if we get something on the 19th of February, can the college senates respond effectively?
    - This would likely require special senate meetings
    - Given that recommendations go to divisions, then curriculum committees, it would be difficult to follow the proper procedures.
  + To be clear what is a final decision timeline? There will be more discussion and detail about that on February 5

*Timelines for further information and decision making*

* The senate understands that the leadership had a meeting this week to discuss plans to address the university’s deficit, can you tell us anything about that?
  + The President asked for a lot of information prior to the meeting, there were a lot of good ideas there was both consensus and disagreement.
  + There was an in depth conversation but there’s still a need for more information, for example how many vacant positions will need to be filled.
* When the regents asked for more information, was there a proposed timeline for both more information and for how we will address the deficit?
  + They will want to know by the end of March.
  + We need to operate in a multiyear fashion and determine what is a realistic estimate for the next few years?
    - What are we going to be looking at in a financial plan?
      * A three year gap closing plan. Because the methods used change amounts it’s hard to be more specific
      * Halfway to closing the gap in year one is a good goal, but it might not be viable.
    - A realistic plan won’t say we’ll grow revenue, but could include enrollment growth which results in a stabilize size.
    - Enrollment mix will be really powerful, if that is achievable.
  + Directional decisions will need to be presented this year.
  + We’d know monetary impact of voluntary separations by the end of March too, correct? Yes, and the impact from other retirements as well.
* The senate would really like to know the dollar amounts for things administration suggest. A one slide summary of various estimates for proposed actions would be helpful in understanding all of this information
* It’s been said several times we’ll hear more details in 3 weeks and we look forward to that

Important Upcoming Dates

* UFS 2019-20 meeting dates (all in Bogomolny Room)
  + January 15
  + February 5
  + March 4
  + April 1
  + May 6
  + May 20, second May meeting if necessary
* May 21, 2020 – commencement (10:30 & 2:00)