**UFS Minutes**

**Meeting: 6 November 2019**

**Bogomolny Room, 5th Floor of 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), Darlene Smith(Provost), Beth Amyot(CFO), Jessica Sowa(CPA), Irv Brown(Adjunct), JC Weiss(MSB), Tim Sellers(Law), Mike Frederick(CAS), Frank van Vliet(MSB), Jeffrey Ross(CPA), Kristen Eyssell(CAS), Michael Hayes(Law), Tina DiFranco(CPA), Julie Simon(CUSF)

Attn Guest: Nicole Marano(SSSS), Carol Descak(EMM), Salley Farley(CAS), Alan Weisman(CPA), Amrita Shenoy(CPA), Dave Riggs(OTS), Sharon Glazer(CAS), Teri Oyegoke(Comptroller), Erin Gleeson(HR), Sally Reed(HR), Jeffrey Hutson(Libraries), Zach Luhman(SSSS), Bill Schnirel(SSSS), Katie Kauffman(SSSS), Candace Caraco(Provost Office), Suzanne Tabor(OGPA), Mark Jacque(Records), John Chapin(Libraries), Aaron Wachhaus(CPA), Ven Sriram(MSB), Paul Modiodis(Provost Office), Josh Kollin(CELTT), Cathleen O’Neal(CELTT), Constance Harris(CELTT), Fiona Glade(Provost Office), Betsy Nix(CAS), Kathea Smith(MSB), Marilyn Oblak(MSB), Chris Spencer(CAS), Pavan Purswani(SSSS), Megan Manely(CPA), Roger Hartley(CPA), Seth Kamen(EMM)

**Consent Agenda**

*Logistical Items*

* Approval of October 2019 minutes (1 document)
* Approval of and amendments to November agenda (1 document)

*Information Items*

* Plagiarism tutorial update (1 document)
* University Committee charges (1 document)
* Enrollment projections summary (1 document—note: longer version on Sakai)
* November 20 meeting
* Need UB-MHEC rep (1 document)

Action items

* Policy: grade appeal, academic grievance to APC, student civility
  + Our current grievance policy may not be able to be followed in all circumstances, we therefore need to written language to allow for accommodations for unusual situations
  + Some faculty have raised concerns that we do not effectively deal with bullying initiated by students towards faculty. Ideas and observations included:
    - Having a small townhall on a Wednesday at noon to discuss: What are faculty experiencing? What solutions are available? Thoughts could be shared ahead of the meeting anonymously, and research shared.
    - There is a system speech policy but it does not address this.
    - There should be a review of the code of conduct as well. What does this say already exactly? There are universities where students sign conduct statements. This is part of being educators.
    - We need to ensure that there are shared expectations for the university community, we should have something university wide because I think we are allowing too much freedom in terms of abusive language. Could we also add staff bullying by students? We should examine if different departments are behaving differently.
    - CELTT can potentially bridge a gap here, for example through conflict management workshops being offered this semester.
    - At the end of any meeting a deadline should be set. It would be easy to have no concrete change.
* We must elect a CUSF and MHEC rep
* Bridal Pearson is nominated for MHEC
* Carol Molinari is nominated for CUSF
* An additional meeting will be held on 11/20 because of the President’s budget announcements 11 -12 in the library, BL412

Strategic discussion Items

CUSF

* Presidential searches are on track, as is the chancellor
* The system is losing faculty to industry, and the chancellor is investigating. Amazon and other development in the DC area may be to blame particularly with higher salaries.
* Rank and Tenure discussions are still underway, having started 3 years ago. The new workload policy, which the chancellor has been interested in is spurring potential revisions
* There is a discussion to recommend an emeritus faculty member be added to the BOR, with a similar process to the student   
    
  (At this point the secretary’s laptop died so there is a brief gap during the initial portion of a discussion about salary and retention)

Discussion

* The UFS President would be glad to create a salary taskforce if the senate would like.
* I think we need more information. We should have a theory of what we want our faculty to be like. In terms of retention, it’s important to think about factors like how people are rewarded.
* Many comments are talking about things like organizational justice, equity, etc. We need to have everyone treated procedurally the same such that there is a transparency.

**Enrollment projections** (re-conceptualizing admissions, recruiting, financial aid)

**Note:** Several sets of slides are available in Sakai with varying levels of detail in enrollment projections  
The Provost gave a short introduction noting that UB has had a high forecast error rate over the past few years, hitting its worst case projections. Therefore, admissions and others have been looking for a new consensus in projections in order to better manage the budget. The administration is trying to ensure greater collaboration and accountability in terms of the various strategies and tactics. A last goal is making sure we are addressing obstacles to achieving these goals. To that end there has been greater involvement of deans and other leaders, including chairs and directors in creating these projections. We’ve had two long meetings to refine and revise the goals, the next step is a risk assessment before doing a budget. This should be completed soon. The overall enrollment is 4200 in our “most realistic scenario”  
  
Discussion:

* The projected numbers are larger than those we saw in September. What has made you think there would be such a change?
  + The September numbers were based on the EMM forecast prior to the census, it turns out that we did better than the projection at that time. We were purely informed by Math at that time in terms of trends.
* What does risk analysis, as part of the next steps, mean in this context?
  + Examining anomalies in an objective way using both data and different underlying assumptions. For example we need to be mindful of the monetary impact of different types of students and varying levels of certainty.
* Given that we are down universally, maybe it’s not about the programs but instead about UB? Why might people not want to come here?
  + In the SPBC meeting someone did note that we are not clear about out ID and message. However many schools are down.
  + Our percentage drop is large, but it is not the case that we are the only ones in the red. The whole system is down 5k from their projections. Community colleges also have lower enrollments.
  + Low unemployment is also a factor, as is our environment given safety perceptions.
  + We need to stabilize now with UG, especially the transfers.
  + Over the past 5 years we’ve been decimated in terms of new students, what this projects will be a decline no matter what in overall enrollment. We have to ensure that we have strategies and people in place to deliver.
* I heard about an effort to bring high school students in. What are the requirements?
  + A straight admit with 2.67 and 900, with no section score less than 400. We’ll maintain this.
  + Do we consider waiving for APs? We do holistic individual examinations. There are currently two SAT optional schools in the system Salisbury and UMES. If we wanted to do so, we’d need to do more data collection.
* Adding up the new students to meet our projections it would be, I think, 1180. How many applications do we need to achieve this? What’s the number overall?
  + There is some reason for optimism as compared to last year at this time, we have 64% more applications. Transfers are up 48%, graduate students are up 172%. This is only the beginning but you need numbers like this to convert to more enrollments. Specific numbers could be emailed as a follow up.
* One thing that would be helpful would be… Apps include incomplete apps, I’d like to know complete applications.
* At the SPBC meeting, different strategies from Deans and others were presented. Do we feel like we have a strategy for projections that is anchored in reality?
  + Several faculty indicated that they did for various reasons:
    - Program directors are seeing calculations
    - A broad set of stakeholders is looking at not numbers **and** strategies.
* Where there is growth in students nationally is those going back to school, which we are used to serving, but they favor online and hybrid options. I think we have a deficiency at the UG level.
  + A lot of faculty recognize this, what initiatives at the administrative level are there to address this? Are there incentives? Yes, both in terms of compensation for faculty and participation in CELTT programs

**New workload policy**

The new system policy is intended to be broad to count contributions beyond classroom activities, reflecting a more holistic picture of what faculty do and will be phased in over three years. For example, attention can now be paid to retention rates, graduation rates, student credit hours, and service. We can update over the three years to make sure our policy UB will review our own policy to make sure we are in compliance with the new system policy, reflecting our mission and expectations.  
  
Comments and Discussion:

* To do this effectively we will need increased capacity in both HR and Deans’ offices.
* We should be deliberate and mindful about how we count teaching in different classes. For example, graduate and undergraduate might be treated differently, and supervising internships should count. Also, perhaps faculty workload should vary by type of faculty in some way.
* If we embrace the policy as it is intended, it could have problematic financial implications. For example we could determine need more faculty.
* This kind of change has been challenging at other institutions so we should be careful. I’m very concerned about pushing work down to the individual faculty level given our budgetary problems.
* I agree that we need to be careful about this. CAS has already created a work group on how to implement these policies. What is our timeline?
  + We should begin reviews this year. It would be ideal to have a finalized policy in the Spring 2021 semester.
  + The school must report using new templates next cycle and we’ll be testing as we develop draft policies.

Important Upcoming Dates

* UFS 2019-20 meeting dates (Bogomolny Room unless otherwise noted)
  + November 6
  + December 4 – Law School, 12th floor

*2020*

* + January 15
  + February 5
  + March 4
  + April 1
  + May 6
  + May 20, second May meeting if necessary
* December 16, 2019 – commencement
* May 21, 2020 – commencement (10:30 & 2:00)

**UFS Agenda**

**Special Called Meeting: 20 November 2019**

**12th Floor Angelos Law**

11 AM – 12 PM

This is a special called meeting of the University Faculty Senate to discuss with President Schmoke his upcoming plans for managing the structural fiscal deficit in the long term. The meeting is specifically for faculty to provide President Schmoke with faculty feedback on ideas he is considering.

Note: Due to an oversight attendance was not taken at this special meeting, but the majority of the senate and a very large number of guests from the UB community was present.

**Consent Agenda**

*Logistical Items*

* None

*Information Items*

* University committee members needed

Action items

* None

Strategic discussion Items

**Presidential plans for managing the structural deficit long term**

President Schmoke discussed some of what is and is not planned at this time to address the deficit to plan for a future in which enrollment stabilizes at around 4000-4500 students. The major points were:

* Our goal is to emphasize the excellence of UB in professional and graduate studies:
  + We will still have undergraduates and transfers, but will market ourselves towards working professionals.
  + We do not want to be a school composed like UMUC, where 90%+ classes are taught by adjuncts.
  + Doing so would likely help our financial stability. Out of $11 million tuition revenue, approximately $7 million is from grad students, $3 million from law, and $1 million from undergrads.
* There is no planning to declare financial exigency or restructure the colleges.
* Phase 1 of savings measures is to ask the Board of Regents to approve 'incentivized voluntary separation' (i.e., retirement buyouts). The BOR will consider this at their December meeting
  + One time offer available for 45 days to anyone with 20+ years of service to UB.
  + The offer will be given in January if approved and would be effective July 1, 2020
  + Faculty would receive $52,000 or half their salary amount (whichever is greater) as a one time contribution to their retirement account.
  + Staff would receive $30,000 or half salary (whichever is greater).
  + Contributions would be before tax
  + The hope is that at least 30 people accept this offer, some of whom would need to be replaced. 48 faculty and 31 staff are eligible for this offer.
  + These retirements will help, but will not completely solve our structural deficit.
* Phase 2 is yet to be determined, but may involve assessing which programs could be eliminated.
  + There will also be an administrative review.
  + There are no plans to cut faculty.
  + Other things that will be explored
    - Release times
    - Agreements with companies and agencies for UB to be the degree completion choice

Discussion

* What is the number of faculty and staff that would have to accept this offer in order to close the budget gap?
  + We estimate 31 of the 79 would take the offer based on historical retirement data. At the higher end of savings, it could be $6M but likely to be closer to $1.5M to $2M if positions aren’t filled. In a scenario with more savings this will not be enough to close the gap completely.
* These transitions could have a strongly negative impact on campus culture as people we might want to stay will leave. Is there a plan in place to handle institutional knowledge loss from these retirements? No but we’ll look into that.
* Is the next step involuntary separations? No, not necessarily
* How do we **avoid** becoming UMUC?
  + Darlene need to ensure accreditation, with block retirements more freedom for looking at structure, asked academic side of house to see if we can discontinue any programs, we lost 30000 credit hours and 2000 students but portfolio has maintained relatively constant, will need to go into market to find lecturers to replace retirements
* Ae we going to be back here in 3 years?
  + I don't think so. We will be overwhelmingly a graduate and professional school in 3-5 years with targeted undergrad programs
  + What are models for your vision in markets our size? Jessica UWM, Cleveland State, Wayne State
  + Drexel provides a model for thinking more cooperatively
* We need to be clear about timelines for Phase 2. When will faculty be involved in curricular decisions?
  + A December 6 Deans council meeting will map out a timeline for full faculty engagement and pull together data. We do need early faculty engagement
* We should ensure that we have the capacity to work with companies as partners effectively, currently our processes for doing so are too slow

The meeting concluded with some remarks from then CFO noting that:

* Overall enrollment will likely not be higher in fall as it takes time to recover from fewer new students entering, even if we reverse that trend.
* Going from 6000 students in 2015 to 4500 today is a dramatic drop, and we need to stabilize revenue urgently
* Today’s deficit is $6.5M. Based on preliminary projections for next year our deficit will be $9M due to enrollment declines, we **need** to reduce costs, so we must consider: do we have the right structure for the revenue we have?

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