**UFS Agenda**

Draft 8/26/18

**Meeting: 5 September 2018**

**Bogomolny Room – Student Center**

Lunch served at 11:30

Attn Members: Stephanie Gibson (President/CAS), Tim Sellers (VP/Law), Stephen “Mike” Kiel(Secretary/Libraries), Greg Walsh(CAS), Kathryn Summers(CAS), Haitham Alkhateeb(CUSF), Julie Simon(CUSF), Ben Wright(CPA), Jessica Sowa(CPA), Jeffrey Ian Ross(CPA), Michael Hayes(Law), JC Weiss(MSB), David Lingelbach(MSB), Rajesh Mirani(MSB), Irv Brown(Adjunct Council), Darlene Smith(Provost), Beth Amyot(CFO), Kurt Schmoke(President)

Attn Guests: Lorenda Naylor (CPA), Aaron Wacchaus(CPA), Daniel Giles(MSB), Marilyn Oblack(MSB), Danielle Giles(MSB), Kathea Smith(MSB), Candace Caracao(Provost), John Brenner(Provost), Carey Miller(Provost), Paul Moniodis(Provost), Nicole Marano(SSSS), Bill Boyd(A&F), Alex Davis(OTS), Ronald Costanzo(CAS), Barbara Thompson(OGPA), Mark Jacques(Records), Catherine Leidemer(Marketing), Kiever Jordan(AFS)

Logistical Items

1. Approval of August 2018 minutes
2. Approval of September agenda
3. UFS Committees
	1. Appeals committee – convened to deal with a grievance, it is announced
	2. Worklife Committee — Becky Thompson (CAS)
	3. Academic support — Greg Gaynor (MSB), Lucy Holman (Lib)
	4. GEC – Gisela Bardossy (MSB)
	5. Honors – Carla Barqueiro (CPA)
	6. University committees – These committees report to the GSC, we need people to be engaged

Action items

**None**

Strategic discussion Items

***Campus climate***

1. How do we improve morale and make UB a place people want to work?
2. In what specific ways are faculty being empowered to make decisions that are of direct relevance to them?

Faculty shared a wide variety of comments on morale and the campus climate including:

* People don’t spend time on campus if they don’t have to
* I feel people are disgruntled
* Last year was challenging, but many faculty have come back feeling better
* Morale is diminished by **wasted** effort. In the past few years some decisions have felt random rather than intentional. I feel that we are being more deliberate now which is encouraging.
* Academia generally often rewards faculty for performing primary tasks, not supporting the overall organization. Faculty contributing heavily to the latter get burned out.

A number of specific ideas to strengthen the environment were suggested:

* Developing a standard benchmark to measure progress in this area and ensure that we have productive discussions.
* Work on building inclusive cultures
* Data gathering on employee perceptions/concerns, etc ; as well as data gathering on service loads; transparency & clarity on service
* Strengthen the perception that things are done purposefully and with a plan
* Investing in professional development
* Administrative structures, policies, and resources should be aligned to facilitate a climate of building relationships and service to students. As an example, current policies prevent faculty from meeting in currently unused areas of the learning commons.
* Improve our balance of emphasis on task and organizational performance
* The need to transform the culture to one that is more bottom up where there is more genuine ownership and transparency
* Addressing bullying concerns

***Strategic direction***

The Provost and VP for Finance noted that these ideas are presented for discussion to be continued at September meetings. These are ways to look at doing things differently, and we’d hope to have firmer ideas in October.

1. Revenue initiatives - The VP for finance gave an overview of some revenue statistics, a powerpoint is available in Sakai. About 2 mil of the deficit is the enrollment .5 overspending on financial aid, the overall gap is around 4mil. There has been a downward trend in revenue so we **have** to make changes in how we are operating. To grow we will need to be decisive and excecute plans in accordance with:
	1. Our Vision
	2. A clear target and student profile
	3. Programs and services of emphasis
	4. Out comparative advantage
	5. Developed systems for Implementation

Additional Revenue ideas that we can focus on now are

1. Summer and interim semesters: Since some of our budgetary miss was summer, this could make a big impact.
2. Pricing: how are we managing aid tuition and fees, we should know the profile and use the discount rate to attract them.

Other ideas were considered that won’t be an immediate emphasis included increased professional education, shady grove, and others

Q- Could there be a further explanation of the overspending on student aid? There is a budget for aide which is separate from the overall budget. The aide strategy wasn’t fully funded.
Q – What does the graph look like if you removed the institutional aide? The assumption is that the aide tracks.
Q - Have we ever looked at starting earlier in January and having a May-mester? Or could we be a 12 month University? We need to be purposeful in the development of a more robust cycle of classes to grow revenue.
 Q - What about trimesters? This would prove complicated because of a number of USM guidelines, dual degrees, etc.

1. What is being done now to drive Spring enrollment.

 To update on enrollment targets, in terms of returning students we were at 99%, new students is where we struggled, particularly freshmen and graduate students. We are doing some special media buys, on platforms like Facebook and LinkedIn. We’ll also be having an October campaign using extra dollars to increase visibility.

1. Lower division professional pathways –
Research indicates that too many options can prohibit student progress. One planned response would be aligning support services to create communities of students around similar interests or meta-majors as indicated in a handout and presentation made available in Sakai. What is a meta-major? It would include components such as default program maps, plans tied to schedules, integrated support for gatekeeping courses, progress tracking and support. Most community colleges use or are adopting this model. UB doing so could help with transfer recruitment.

The provost emphasized the importance of committing to the mission of the University and distributed a handout sorting enrollments both by signature area and by size which is available in Sakai. There was much discussion by faculty of whether specific programs were positioned in the most appropriate area. For example IDIA should be with Digital Communications in the opinion of the faculty in those programs. Please share explicit feedback with the deans to be shared… these points have been made several times. So… why hasn’t this been changed if we’ve said it many times? It’s good to make coherence to sell the program to other people… we need to have a coherent plan. Additional comments and questions:

This strategy lets us create a plan for investment

Q – Could programs be sorted by growth potential? Yes it could.

Comments:

* + - This is focused primarily on freshman and undergraduates, faculty hope to see this extended to graduate options, and that we effectively take into account the transfers.
		- The University would need more interdisciplinary collaboration to implement this effectively. Has this been considered? Yes, moving in a more interdisciplinary direction is one of the benefits of the model
		- An effective staffing plan to implement this would leverage existing programs across the schools.
		- As this applied to transfer students, our paths have to align with those of the community colleges… if we have gaps that will be a serious problem. The schools were very complementary about UB.
		- There was general agreement and support for the metamajors, though some faculty felt that individual programs should be sorted differently than in the information presented
1. September meetings – Meetings later in September with constituent groups around campus will be held to continue these discussions

Information Items

*President –*

1. Capital campaign – The campaign is still in the quiet phase with the intent to go public 2020. Our endowment is currently 50mil, and will be a new organization within the foundation called the President’s council focused on fundraising

We’ve talked to a lot of donors including 40 potential new significant donors, and more fund raisers would like to give to specific things in which they are interested.

1. Smithsonian Environmental research center – Some faculty members already work with them, but they would like to broaden this discussion outside of the sciences into other disciplines. The President will send the deans more information.

*Admin and Finance*

1. Facilities –
	1. Work continues on a campus master plan which needs to be updated taking enrollment into account, but which is nearing a final draft. A facilities condition assessment is also underway. Moving forward, the university has places around chase street that are underutilized, and serious thought should be put into how the learning commons space is to be used.
	2. In response to the campus ID policy welcome stations are being implemented with a phased approach. A staff member will be present to welcome and engage visitors, as well as distribute visitors’ passes.

Q – How much does the University spend on building maintenance? Roughly 1.6 mil, most of it in the heart of the campus. Could we sell buildings and lease them back? Generally funds go straight to the state, but it is possible that we could do ground leases.

The Senate then entered a Closed Session

**Important Upcoming Dates**

* Fall Commencement: December 17, 2018
* Spring Commencement: May 23, 2019
* UFS 2018-19 meeting dates:
	+ September 5
	+ October 3
	+ November 7
	+ December 5

**2019**

* + January 16
	+ February 6
	+ March 6
	+ April 3
	+ May 1
	+ Possible second May date if necessary