**UFS Agenda**

Draft 1/9/19

**Meeting: 16 January 2019**

**Bogomolny Room – Student Center**

ATTN Member: Kurt Schmoke(President), Catherine Andersen(Vice Provost), Beth Amyot(CFO), Stephanie Gibson(UFS Pres/CAS), Mortimer Sellers(UFS VP/Law), Stephen “Mike” Kiel(UFS Secretary/Libraries), Greg Walsh(CAS), Kathryn Summers(CAS), Julie Simon(CUSF), Rajesh Mirani(MSB), Amir Pezeshkan(MSB), Irv Brown(Adjunct Council), Ben Wright(CPA), Jeffrey Ross(CPA), Jessica Sowa(CPA)

ATTN Guest: Lori Naylor(CPA), Carol Descak(Provost Office), Neb Sertsu(A&F), Sally Farley(Honors), Nicole Marano(SSSS), Roger Hartley(CPA), Eleftherios Michel(Admissions), Suzanne Tabot(OGPA), Zach Luhman(SSSS), Candace Caracao(Provost Office), Bill Schnirel(SSSS), John Chapin(Libraries), Catherine Leidemer(EMM), Seth Kamen(Admissions), Chad Ellis(UBPD), Fiona Glade(Provost Office), Alex Davis(OTS), Brandon Vinson(Fin.Aide), Heather Hengsen(Fin.Aid), Paul Moniodis(Provost)

Logistical Items

1. Approval of December 2018 minutes
2. Approval of January agenda

Action items

1. Academic Policy Committee matters:
   1. INFORMATIONAL: Eligibility Requirements for JD Students taking Graduate Courses” specifies that Law students should have a minimum GPA of 3.0 in order to take classes outside the Law School that will count towards their JD degree.
   2. INFORMATIONAL: “Minimum GPA for Trial Advocacy and Negotiation Competitions” establishes a minimum GPA of 2.8 for students to participation in Trial Advocacy Competitions.
   3. INFORMATIONAL: Two ADA issues (Service animals and personal care attendant)

Strategic discussion Items

**Financial Update**

1. Budget outlook

The CFO delivered a brief overview of the current outlook. For the current year, with fewer enrollments, the university is 3.5 million short on revenue for the year. By limiting expenses this year, through avoiding some operating and capital spending and through retirements and other savings we can bridge the gap. However looking forward to 2020, we have a structural problem that needs to be addressed. Some further points:

1. Outlook – We have modeled a pro forma budget based on assumptions about enrollment, tuition and flat spending. The modeling shows a year over year continuing decline in revenue from tuition with a gap of about 5 million.
2. Actions we should take –
   1. Adjusting spending down
   2. Create have more reliable enrollment projections

Our practice has been that these are made in January, but the targets could be developed using a more robust process. Historically they have been only developed with enrollment and management. A better process would require developing profiles in a back and forth discussion with faculty and others. We need to reassess.

* 1. Grow topline revenue - This must mean tuition because that is our primary revenue stream

Q: What would a more robust process be? What the CFO indicated was that other groups have not been involved. There should be a conversation that would consider explicit trade-offs with program directors, A&F, and others. Now that enrollment management has a more complete staff this is something that we can turn our attention to moving forward.

Comments:

* We should give program directors more lead time than a few days to compile information to assist the admissions office, this can be a difficult process.
* Since 1975 this year marked the largest decline in enrollment, which is a challenge to predict. We’ve been too insular and need to look at the overall environment, as we are not as unique as we were before in terms of academic programs.

The UFS President noted that all our meetings should be about recruitment and retention at present, and was gladdened to hear that program directors will be included in enrollment projection in the future, as our previous processes were frustrating. All senators should go back to their constituents and talk about these issues. Without improved recruitment and enrollment we’ll be in an even more serious fiscal situation.

***Document distributed with ideas to address our structural deficit***

1. *Recruitment and Retention, Items 1-3 on President’s document*
   1. *Recruitment,* Seth Kamen and Carol Descak

A handout outlined strategies and tactics admissions has been using, events, travel and outreach. The focus is on transfer students as well as the overall strategy. A new organization chart for admissions as well as this handout are available in Sakai.

Seth Kamen has been increasing outreach and visitation to community colleges and feeder schools as well as introducing himself to the transfer counselors. Additional outreach will include taking faculty members into classes. Right now the focus is improving brand recognition. UB has a high conversation rate when students come to campus so we create even stronger experiences like prospective students sitting in on classes. Moving forward we should do more internally to understand the transfer experience and make it more seamless, which would include improved course equivalency.

The handout highlights the 5 biggest paid media channels, and examples of new communication flows and printed materials. This effort started with graduate students and is moving on to undergrads, and includes standardized series of touch points.

Lastly, admissions has deep infrastructure issues in the office and we are working on this with OTS. The President noted that a special executive team meeting would soon address this issue.

Q: As far as media – what percentage of students are using the channels identified? Also, do we ask people where they hear of us and what do we do with that information?  
The advertising agency does have this information and adjust accordingly in connection with information about our target demographics. For example they use geo-fencing, targeting a specific area. We also get a monthly summary of analytics from the agency and can make adjustments.

We ask people where they heard about us on travel cards and the application, but we don’t use the information as well as we could and we need better data. We do use it to try and focus recruitment, for example doubling down on a method that generates lots of prospects.

Q: I looked at the list and was surprised we haven’t done more on billboards. Could you explain?  
In part this is because they are really expensive and we have limited resource. A second reason is based on the demographics of our target audiences.

* 1. *Retention,* Catherine Andersen and Nicole Marano  
     A document is available in Sakai that summarizes various efforts and initiatives to increase retention. There is a 26 pages strategic retention plan, which informed goal 2 of the strategic plan. The current goal is a 2% increase. Some efforts and accomplishments include:
     1. a 9% increase in retaining freshman, and increased admissions standards so students have a greater chance of success
     2. milestone advising in response to the last middle states evaluation
     3. changing policies to increase student success, for example updating the repeat policy
     4. looking at training for online learning to make sure students are prepared, possibly using open educational resources which keeps costs down.
     5. developing reports on DFW courses to develop more targeted support
     6. creating two year course schedules to help in student planning and consistent progress

What can faculty do?

* + - 1. Data indicates early alert helps, anyone can contact Fiona to participate
      2. Midterm grades are sometimes too late so faculty should consider low stakes assignments early in the semester
      3. Utilize the services of John Chapin and Academic Success staff such as the writing fellows in the library.

Other things we should probably do include improved customer service including faster turnaround times for student facing services, as well as increased engagement.

Q: So the scheduling tells a student about what courses are offered? Yes for two years, by semester. We should publish as much information as we can as early as possible including the delivery method or rough timing of courses (day/night/web)

* 1. *Item 4 (monetizing real estate),* Neb Sertsu

A handout available in Sakai presented several effort underway to more effectively monetize underused facilities and real estate. The options are presented in terms of confidence. In summary:

* + Spots in the Maryland avenue garage can be sold through a focus on businesses nearby looking for parking spaces nearby.
  + In the Charles Royal building an assessment was completed in November and between this location and the Schaeffer center the University should be able to generate around $270k in revenue.
  + Longer term developing 40 W chase and the postal site can generate revenue.

Q: Would sale of parking spaces affect the University community? No, facilities is only looking at surplus spaces

Q: Are we losing money on the facilities we aren’t occupying? This depends how one defines losing, we could use buildings better like the learning commons but we aren’t spending money to operate vacant buildings.

Q: When do we formally take possession of the postal facility? It should be soon, the University is waiting on the postal service to complete necessary documents.  
Comments:

We needan ongoing funding stream for facilities renewal; maintenance and upgrades can’t be deferred indefinitely

A lot of frustration surrounding parking relates to not being able to find a spot. We could reduce this by investing in a system that let drivers know the location of open spots.

I’d like more information on the location of offices to be moved, as well as if there would be impacts on recruitment and retention

1. *Realignment, Item 5:* (Reassess and realign academic structure across and within colleges, schools and libraries)SPBC activities

The committee has met several times, and has developed a draft set of criteria for evaluating different options. We are also inviting comment from the campus community. We are having a full day retreat because we need time to incorporate all the input to identify ideas to should be considered more fully.

Q: I am concerned that not everyone believes a restructuring is a financial necessity. What would you say to someone skeptical, or that could help me convince others?

The President operates under the assumption that there is agreement we have a structural problem. If someone thinks there is something else to be done that would close that gap please suggest it. The president is open alternative solutions To provide some additional context the CFO noted that we cant make these kind of reductions without a thousand dollars here or there or making adjustments around the edges. The committee has also been provided with what we spend on academic administration.  
Q: I’m still interested in the administrative salary survey, will we be seeing more information there?  
We have something that was completed last week that could be discussed next month.

Q: Have we considered the anxiety of the student body? It’s there and it is real. How will all these changes affect them?

There are students on the SPBC, their view was impacted unfavorably by participating, so I would support what you are saying. We need to present a unified message to students to address this issue.

Additional Comments:

* I’m troubled that we aren’t doing a deep dive into our business model and that is too politically difficult.
* I think we have two kinds of structural problems under discussion 1) Is there a logical organization 2) a budget problem. The proposals we saw didn’t have numbers and so it’s hard to evaluate them. We can only do so academically and they don’t make tons of sense in that vein to me and that is concerning. We **could** make changes but it wouldn’t be a quick path to a different structure, it would take a while because the collaborations that would be necessary don’t exist. It therefore might not save as much money as one might expect.
* Everything the SPBC is asked to do is based on imperfect information. It’s hard to ask the faculty to come up with new ideas, when I don’t know enough details about what happens in different offices and areas of the University. I also feel like the ideas are interpreted overly literally.
* It’s hard to give alternatives without understanding the financials. We can’t know that they are at all realistic. Please share them.
* We need to try and evaluate the retention and recruitment impacts of the potential changes. There need to be data to support this.
* I want to reiterate the students concerns, they are worried about services, student employment, and some classroom issues.
* I feel frequently we are asked to tighten our belts on the academic side of the house, and we always make cuts. We get some of our largest income from the state… maybe we need to lobby the state to get more money. We could find some money, but will it be enough to help?
* I’m concerned about the suggested changes because I worry that they are not viable

Information Items

*President*

1. Coalition Case – A copy of the most recent order is available in Sakai, the appellate court determined that there should be a settlement by April 30th or else a solution will be imposed.
2. Shutdown - If this poses a challenge for students, grants, or other matters please contact our government affairs office.   
   Q: What should we do about students’ ability to pay? Currently a student can’t be dropped for nonpayment, a more serious issue is what about students expecting financial aid to be posted to their account. The main issue regarding financial aid is likely to be applying for next year should the shutdown continue.

Comment: Some colleges are concerned about grad students who get supplements from their employer, and the perception that they might not. It might be good to communicate something about the situation to students.

*Admin and Finance*

1. Financial Review Model – This should be complete in March, feedback is being gathered on sample reports. The delay is largely due to complexity in the data and PeopleSoft
2. Financial clearance – This policy will be discussed in the next meeting.

*UFS President*

Some members of the Senate met with members of the Provost office and Institutional Research about how we could get more information in line with requests from faculty. Some of that information is already available, but people are not aware of this. We’ll be sharing links to the top ten reports so faculty can see all that information for example eer comparisons, etc.

*Provost*

Search update - The new Dean of students starts on Tuesday and comes to us from Howard Community College

*CUSF*

CUSF meets later this week

**Important Upcoming Dates**

* Spring Commencement: May 23, 2019
* UFS 2018-19 meeting dates:
  + January 16
  + February 6
  + March 6
  + April 3
  + May 1
  + Possible second May date if necessary