**UFS Minutes**

**Meeting: Nov 10, 2021**

**Attendees:** Mike Kiel **(**Senate President), Aaron Wachhaus (Senate Vice President), Al Gourrier, Alan Weisman, Alex Davis, Alicia Campbell, Allison Jennings-Roche, Andrea Cantora, Barbara Aughenbaugh, Beth Amyot, Bill Carter, Brian Winsor, Candace Caraco, Catherine Andersen, Chris Hart, Christal McBride, Christine Spencer, Cindy McGowan, Cindy McGowan, Claudette Booth, Constance Harris, Dan Gerlowski, Danielle Giles, David Bobart, David Lingelbach, Deborah Li, Duka Donaghy, Gabriela Wasileski, Ivan Sascha Sheehan, J.C. Weiss, Jeffrey Hutson, Jeffrey Ian Ross, John Chapin, Joshua Davis, Julie Simon, Karen Karmiol, Kathea Smith, Kristen Eyssell, President Kurt Schmoke, Lakeisha Mathews, Laura Wilson-Gentry, Lorenda Naylor, Magui Cardona, Marilyn Oblak, Matt Mazick, Michael Haye, Michael Shochet, Michele Cotton, Mike Frederick, Nicole Marano, Paul Moniodis, Roger Hartley, Ron Weich, Roxie M. Shabazz, Sally Farley, Sally Reed, Sean Hogan, Sharon Glazer, Suzanne Tabor, Terese Thonus, Tina DiFranco, Wabei Chitambala, William Boyd, Wolf Pecher, Zach Luhman

The Meeting was called to order at noon

***Logistical Items***

The agenda and Minutes (Meeting on October) were approved.

**Information Items and Announcements**

Chris Hart (Manager – Public Information, Office of Advancement and External Relations) encouraged faculty who want to engage with media more often to reach out to his office.

***Process for Honorary Degrees:*** please look at the document.

***Governance Steering Council:***

The Work/Life Committee is looking for more faculty members.

***Move from PeopleSoft to Workday:***

Sally Reed announced the intention of UBalt to move away from PeopleSoft to Workday.

* Multiyear project.
* Asked for a faculty member to serve as a liaison/point person.
* The faculty member should be tech savvy and a champion for the new system
* Starting in March 2022, expect 1h meeting per month.

**Action Items**

***Academic Policy Committee.***

* ***Last 30 Credits for Undergraduate Degrees.***

Al Gourrier: Currently, students are asked to take the last 30 credits at UBalt. The policy needed clarification for exceptions. The ACP provided language that allows transferring credits with approval from the Deans.

*Discussion/Comments*

* + Question: Can approval be given by the Deans alone or are Program Directors involved in this process?  
    Candace Caraco: The policy does not include language on the involvement of program directors in this process. However, there is an understanding that Program Directors are involved.
  + Comment: The policy should state that both Deans and Program Directors are involved in the decision
  + Comment (Candace Caraco): The policy does not imply that less credits are taken at UBalt. It just gives students more flexibility.

The revision to the policy was approved (10 votes in favor, no abstentions)

* ***Charges to the Academic Policy Committee:***  
  *Number of credits for full time student status for doctoral students*

Candace Caraco: Currently, 9 credits are required to be considered a full-time doctoral student. Suggestion to reduce the credit requirement to 6 credits per term (only for doctoral students, not master students). It would also be very helpful for international students.

*Update language of the catalogue*

Candace Caraco: Changes made to a variety of policies (last 30 credits, etc.) are not reflected in the catalogue language.

Discussion: none

The USF charged the Academic Policy Committee to investigate (1) reducing the number of credits to be considered a full-time doctoral student and (2) necessary catalogue changes (11 votes in favor, no abstentions)

* ***Charges to the Work/Life Committee:***  
  *Ombudspersons*

Currently UBalt does not have an Ombudsperson. However, the Middle States Review recommended appointing an ombudsperson.

*FMLA Process*

The FLMA process needs clarification (regarding tenure clock stop, parental leave, etc.)

Discussion: none

The USF charged the Work/Life Committee to investigate (1) the creation of an ombudsperson position and to look into how the FMLA Process is documented (11 votes in favor, no abstentions)

**Discussion Items**

***The goal of UFS discussions***

Mike Kiel (Senate President): Discussion items provide the USF with a lot of information. The job of the UFS is to hold the administration accountable. Therefore, we should be asking probing questions with the goal of improving decision making.

***Retention and Enrollment***

Enrollment data across USM shows that enrollment is down at regional schools, and flat at big schools which is in line with national trends. What can be done to change this trend?

Comments/Questions

* USF should be provided information without asking for it. Currently it is tedious to get information. Hopefully, we can agree to have regular discussions about important issues and possibly quarterly reports.
* The 10-year enrollment projections provide a wealth of data and expectations on the performance of UBalt. However, assumptions behind the expectations are not presented. The numbers also show that the enrollment of UBalt is a flat line. Is there no enrollment growth expected at UBalt?  
  Catherine Andersen (Interim Provost): Retention as well as number of first-generation students are included in the projections. It appears that fewer first-generation students are enrolling. USM schools are looking into the recruiting pipeline, including middle and high schools.
* During a meeting with the chancellor, it became apparent that USM as a whole does not do a good job in helping to alleviate the enrollment situation. The Board of Regions has a marketing task force. One of the suggestions is to have the enrollment systems of the USM schools to work closer together.
* UBalts enrollment numbers are flat. When the numbers are broken down it appears that the Law school is driving the enrollment numbers. Enrollment at all other schools seems to decline. What are the assumptions?  
  Roxie Shabazz (Vice President for Enrollment): The Law School is not factored in the enrollment projection. Also, I expect growth. Undergraduates and, specifically, graduate students are going to be drivers.
* Paul Moniodis (Assistant Provost, Institutional Research): The enrollment projections issued by USM are based predominantly on forecasts the USM institutions provide. Another useful resource is the projections issued by MHEC. MHEC is using a demographic and economic model.
* In the past we did not pay a lot of attention to graduate students. Graduate students are a big revenue driver. We should get a stronger sense of the unique challenges of recruiting graduate students.
* Catherine Andersen (Interim Provost): Enrollment projections assume that nothing is changing and are based on trends in the past.
* How can faculty collaborate to improve enrollment? Faculty does amazing work that seems to be not well promoted.
* We contract the company EAB. Why, and what are they doing?  
  Roxie Shabazz: Would it be appropriate to invite EAB to make a presentation to the UFS to answer these questions?
* A data person started about 2 months ago in the office for Enrollment Management. In the past program directors received data intensive reports that were very helpful. Could this be re-implemented, and could these reports be made available to all?  
  Roxie Shabazz: The data person started and is working on a couple of projects, including a dashboard.
* Why do we see an 8% reduction in undergrads?  
  President Schmoke: We aim to increase graduate student enrollment so that our student body consists of 60% graduate students and 40% undergraduates. This may in part explain the 8% projected reduction in undergraduate enrollment.

***Financial Communication and Reporting***

Comments/Questions

* The overall budget is $104 million. Currently, 1.5% of the budget is allocated for marketing. Could a small increase (to 2% maybe) make a big impact?  
  Beth Amyot (CFO, Office of Administration and Finance): A unit level analysis is the best place to evaluate the possible impact of marketing. We could develop several metrics that allow the particular administrational unit to make a case to increase the marketing budget.
* UBalt has a budgeting contingency of about $6.3 million. However, nothing was spent. What is the budget contingency this year?  
  Beth Amyot: It is about one million less this year. However, some money was spent as the contingency is also insurance for missed enrollment targets. UBalt does not report spending from the contingency if it is used to make up the missed target.
* Since the fall enrollment is missed, does the reduction of the contingency budget make sense in this context?
* Beth Amyot: Our contingency budget is sufficient since we have a revenue contingency for shortfalls in tuition revenue and other shortfalls.
* We are not at a 60% graduate student to 40% undergraduate student mix. Excluding the Law School, what would be the impact if the other schools have 60% graduate students?  
  Beth Amyot: If we base the number on 3,800 students, a change from the current 54% to 60% graduate students would increase the tuition revenue by $947,000. However, the headcount is not the only factor. Other levers can be changed. For example, a 2% tuition increase would achieve a similar revenue increase.
* Beth Amyot: Regarding the frequency of financial reports, a quarterly report will only be prepared for this group. The annual budget report is used to provide forecasts. More frequent reporting would only update the forecast and is labor intensive, and the reports may not be very informative. In addition, we depend on PeopleSoft that is set up to be more transactional but not for reporting out.
* Data transparency is very important, not just data. We would like to know what was or is done, what decisions were made and what were the results.  
  Roxie Shabazz: Reporting on the actions taken is easier than on the data. Enrollment data changes rapidly. We should have a longer discussion that focusses more on what is done and what the outcomes are.
* In terms of enrollment data, if the data is volatile, we need more reporting. Currently we are behind with data. By the time we get the data, it is usually too late to implement possible changes for the next term.

***Auxiliary Services & Facilities update***

Beth Amyot: Nebeye Sertsu left UBalt. The Office of Facilities Management and Capital Planning reports to me, the Office of Auxiliary Enterprises to Barbara Aughenbaugh. Brian Winsor is now the Director of Facilities and Capital Planning. There will be no new Vice President.

The work environment is challenging, we have high vacancies. The service level is not necessarily where it should be. Currently it is not easy to find good candidates. Our enterprise resource planning now focuses on senior level positions.

Dave Bobart (Vice President for Technology and CIO):

* Three centers Instructional Technology, Call Center, Personal Computing) were merged into two, instructional Technology and Call Center. The instructional technology center is led by Shirley Mohammadi.
* OTS focuses on 3 priorities: (1) preparing for Spring 2022, (2) teleworking, and (3) the phone system.
* In addition, OTS is involved in vaccine reporting, website redesign and maintenance, bee card, parking system, etc.
* A big challenge is staffing. There was a 100% turnover. Furthermore, due to COVID-19, we have trouble to train students, currently we have about 25% of student workers compared to what we had before COVID.
* Another challenge is the supply chain, all orders take longer, and items are more expensive
* We have outsourced our SAKIA support, which is a big positive.

Brian Winsor (Director of Facilities Management and Capital Planning):

* We are realigning facilities operations. Tasks include furnishing requests, building maintenance, dealing with electronic access to the buildings, etc.
* To make this successful, we are filling new positions. Currently, it is challenging to find competent staff. We have 2 open positions for mechanical engineers and 1 for an electrical engineer. In addition, we are recruiting housekeeping personnel.
* Regarding campus reopening, it is based on recommendations of professional engineers (and based on CDC guidelines). Efforts were made to enhance our air handling system, and we are in the process of installing germicidal filtration systems.
* To clarify, while the campus was not open to the public, the buildings were never shut down. A skeleton crew was constantly working on campus.

Comments/Questions

* To David Bobart, we lost a person for MAC support.   
  David Bobart: We never had true MAC support. However, we are in the process of having a new position approved.
* To David Bobart: What accounts for the 100% turnover?   
  David Bobart: 100% turnover is normal within OTS. However, due to COVID we lost student employees.  
  Sally Reed: This turnover was entirely predictable. Due to budget cuts, it is not surprising that people are leaving for a safer environment.

***Wrap up***

Comment/Question:

* We are not going away with a list of things in an intentional way. What should we report back to our schools?
* OTS support, Budget situation.

Other comment:

* To get support is difficult, how is the support goint to look like?

Meeting adjourned at 2 PM