**UFS Minutes**

**Meeting: 2 October 2019**

**12th Floor Law School**

With this meeting we will be adopting a consent agenda.

*What is a consent agenda*? Routine business and reports are included in the consent agenda. The consent agenda is approved all as one action. The expectation is that our members will have read all the informational items included. Those items may well bear on an upcoming discussion or be replies to past questions. They will all be important. We are trying to avoid the 30 or even 40 minutes of announcements and informational reports our meetings have had in the past so we can get right to our strategic discussion items. Many of the Information Items will important announcements that we will need to pass along to our constituents so it behooves us all to read these items carefully.

We will always pause before adopting the consent agenda to ask if anyone wishes to pull an item from the Information Items list and move it to discussion status.

Attn Member: Stephanie Gibson(UFS President/CAS), David Lingelbach(UFS VP/MSB), Stephen “Mike” Kiel(UFS Secretary/Libraries), Kris Eysell(CAS), Mike Frederick(CAS), Michael Hayes(Law), Frank VanVliet(MSB), JC Weiss(MSB), Tina Difranco(CPA), Jeffrey Ross(CPA), Jessica Sowa(CPA), Irv Brown(Adjunct Council), Julie Simon(CUSF), Kurt Schmoke(President), Darlene Smith(Provost), Beth Amyot(CFO)

Attn Guest: Catherine Andersen(Provost Office), Paul Monidois(Provost Office), Candace Caraco(Provost Office), Karen Karmiol(Provost Office), Chris Hart(OGPA), Nicole Marano(SSSS), Pavan Purswani(SSSS), Bill Schnirel(SSSS), Zach Luhman(SSSS), Llatetra Estes(SSSS), Murray Dezeil(MSB), Ron Weich(LAW), Christ Spencer(CAS), Thomas Pollack(UB Post), Yvonne Harper(SGA President), Alan Weisman(CPA), Amrita Shenoy(CPA), Betsy Nix(CAS), John Gasparini(CAS), Sally Farley(Honors), David Elliot(HR), Sally Reed(HR), Barbara Aughenbaugh(A&F), Khadijah McKinley(A&F)

**Consent Agenda – [Action 20– 3] Approved Unanimously**

The President and Vice President emphasized that senators should distribute all the items and discuss them in senates if necessary.

*Logistical Items*

* Approval of September 2019 minutes (one document)
* Approval of and amendments to September agenda (one document)

*Information Items*

* Enrollment results at census (one spreadsheet)
* A&F materials (four documents)
* Office of Student Support upcoming seminars (two documents)
* Enrollment Systems Team report (one document)
* Advertising & Communications (one document)
* Student retention report (one document)
* MSCHE impact statement (one document)
* UB Strategy to drive F20 transfer enrollments (one PowerPoint)
* HR information--Open Enrollment, Title IX training, Title VII training (one document)

**Action and Discussion Items**

*Action items*

* Curriculum: BA in Legal Studies (one document)
  + An upper level BA that should be attractive for students at community colleges with legal studies programs, it needs no additional resources because it dovetails with existing programs. Research suggests there is a market demand. This is not a paralegal certificate.
  + Is there concern over duplication with MHEC? Or other programs?  
    Over the past couple of years, there have been a lot of portfolio changes including eliminating Jurisprudence as an independent program, and a new honors pathway to law school. This would complement the existing portfolio.
  + **[Action 20-4] Approved unanimously.**

*Strategic discussion Items*

Before the discussion President Schmoke noted that September was a good month for UB as, working with deans and institutional advancement, UB received two million dollar gifts. One for undergraduate scholarships, one in support of law clinics for social justice and technological innovations. Also shortly before the meeting the board of public works approved the postal facility acquisition. There will be a lot of conversation about how the property is develop din the future, but the President noted that he would favor something which both generated income and contributes to UB’s academic mission

**Managing the deficit, short term**

The CFO noted that document sent to the senate is relevant to the current year. We have to manage year on year by not spending everything that was budgeted until we grow the revenue. We are working on vacating properties to be developed but that is not a short term solution. A property like 40 W Chase would yield a number in the 100ks.

*General Budget*

* Can you give a better sense of the amounts available to manage the deficit?
  + A contingency fund… that would be a million dollars
  + Another option would be 800k in set asides
* How much can we realistically draw on reserves?
  + We really should attempt not to as that will result in conversations about our fiscal stability at the system or state level.
* We've talked a great deal about deficits, which is a challenge for morale… what revenue generations strategies are most promising? Simply relying upon enrollment is not wise.
  + Universities nationwide have a handful of other sources, we aren’t an R1 so that limits that source of revenue, the state appropriations we can’t control but MD has been a lot more consistent than others. It’s hard to get away from enrollment, real estate can only be a marginal contributor. Some universities might have a large endowment, which we don’t.
  + Enrollment is the key, if our strategies don’t work we will **have** to make the challenging decisions we have tried to avoid like cutting programs. If we only have 4000 people not 6000 we **must** make adjustments. There will be no avoiding this. If we aren’t successful by this spring, we’d have to look at the model if we don’t meet those goals.
    - We might not know for sure till later but aren’t there early metric or benchmarks? Yes, but we also have a lot of late applications historically, so we really do need to wait to get a clear picture.

*Marketing and Enrollment Strategies*

* We’ll talk at a future meeting about enrollment strategy and projection and what changes made this year. We have to make some hard choices about aligning the university
  + Do we feel like we have a robust model for enrollment… such that we know we are moving in the right direction? Yes, compared to the last 10 or 15 years, and leadership and enrollment teams are working side by side.
  + This includes discussions about what it will take to achieve goals, based on extensive modeling from data from the past three years. There are now more eyes focused on this than there has ever been including the systems team and organizational design. There will be final recommendations in the next few weeks.
  + There will be some money from system to enhance programs to assist enrollment
* There has been a lot of effort at community colleges, for example a new tool that shows how our programs match to community colleges, so if you’re at a major feeder you can see easily how you can get into UB.
  + It's important for the administration to share how and why they believe steps and initiatives will be successful to build confidence.
* At the grad level, it would be useful to know more about why people **don’t** come to UB. The more we know the more we could change.
* Credit for prior experiential learning would be helpful.
  + There is a group working on this, we know it is critical.
* Looking through Seth’s plan. I’m concerned that as our faculty has poor morale we must do more and more. It would be hard to do more recruiting on top of all other things.
  + This does need to be a conversation between deans and EMM, but if there was a year to fix things and devote time it is this year, if we can stabilize undergraduate enrollment that will be our formula for success.

*Developing Other Offerings*

* We should consider radical or larger changes to grow revenue like more summer and winter course offerings.
* We should be entrepreneurial, online classes would be convenient over the summer. What do other universities do with their space over the summer?
  + Many schools are becoming aggressive with 12 month calendars, often with online classes.
  + UMBC has had a model where they don’t charge a lot of student fees in the summer, just tuition it’s like a loyalty discount.
  + UMCP had a model for graduate classes of four 12 week semesters, which can increase retention and reduce dropouts. As we move towards RCM, we should be considering these kinds of things.
  + Schools often generate revenue by hosting conferences over summers, we have some space but not a great deal.

**Police Education and Training Center**

The president received the lease yesterday and will forward it to the UFS Secretary.

* Press on this decision was often incorrect and at the BOE the lease was amended such that the police commissioner is required to include Coppin faculty.
* The CFO’s outline has most of the main aspects of the 5 year lease. The CFO noted that in this case it wasn’t really possible to share all of the information during negotiation of the lease
* A million dollars from the lease rate will go to budget relief, we are not attempting to make money on the police. We arrived at this rate based on our space usage rates.
* There will be 25-50 cadets per class on campus, without firearms. Including instructors, there should be 200-250 additional people.
* The President will be talking to the SGA shortly about the academy

*Parking*

* What will happen to those who park in the Maryland garage? Some UB employees will be moved to the Fitzgerald
* A lack of communication is a recurring problem resulting in bad feelings. It’s not acceptable for the faculty and others who are stakeholders to learn about things which directly effect them from BOE reports or the newspaper. Please **please** consult or communicate with us earlier in the process.

*Gym*

* The gym will still have regular hours outside of the exclusive use agreed to, we are looking at the patterns of gym use and discuss options for other fitness equipment in the student center to compensate.
* Is there an option to potentially keep it open later? That can be explored
* This agreement will renovate or improve the facilities? Yes.

*Students and Messaging*

* Given that some faculty have had personal conversations with students who are terrified. What consideration has been given to interaction between students and the police? We can’t afford to lose students because of this.
* Some CPA faculty have suggested a forum on campus recurring during the year to develop relationships and address student concerns, but more needs to be done.
* UB should be planning ahead in terms of messaging both internally and externally about this change. Faculty would like to see a plan

*Other Concerns and Comments*

* There must be a clear, independent path to the Lassen training clinic
* The cadets would seem to be a population for recruitment into our University, have we thought about a heavy campaign? Yes, CPA have presented something about this to the commissioner, the clinic previously mentioned has also pitched something.

Important Upcoming Dates

* UFS 2019-20 meeting dates (Bogomolny Room unless otherwise noted)
  + October 2 – Law School, 12th floor
  + 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)