**UFS Minutes**

**Meeting: 4 September 2019**

**Bogomolny Room – Student Center**

Lunch served at 11:30

Members Attn: Stephanie Gibson(UFS President/CAS), David Lingelbach(UFS VP/MSB), Stephen “Mike” Kiel (UFS Sec/Libraries), JC Weiss(MSB), Julie Simon(CUSF), Irv Brown(Adjunct Council), Mike Frederick(CAS), Kris Eyssell(CAS), Frank van Vliet(MSB), Tina DiFranco(CPA), Michael Hayes(Law), Jessica

Sowa(CPA), Darlene Smith(Provost), Kurt Schmoke(President)

Guests Attn: Beth Amyot(CFO), Carol Descak(EMM), Catherine Andersen(Provost Office), Barbara Augenbaugh(A&F), Kathea Smith(MSB), Nicole Marano(SSSS), Alan Weisman(CPA), Sharon Glazer(CAS), Constance Harris(CELTT), Fiona Glade(Provost Office), Chris Spencer(CAS), Paul Moniodis(Provost Office), Roger Hartley(CPA), John Chapin(RLB), Marilyn Oblak(MSB), Murray Dalziel(MSB), Danielle Giles(MSB), Catherine Leidmer(EMM), Neb Sertsu(A&F), Sally Reed(HR), Vicki Schultz(Law), Karen Karmiol(Provost Office), Cathleen O’Neal(CELTT), Candace Caraco(Provost Office), Zachary Luhman(SSSS), Mark Jacque(Records), Seyed Mohammadi(UBO), Pavan Purswani(SSSS), Tony Dulaney(SSSS), Karyn Schulz(SSSS), Josh Kollin(CELTT), Bill Schnirel(SSSS), Mary Beth Waak(UBO), Chris Hart(OGPA), Anita Harewood(OGPA), Bill Boyd(UBO), Seth Kamen(EMM)

Logistical Items

* Approval of August 2019 minutes
* Amendments to September agenda

Action items

* The Senate charges the APC with reviewing policies related to student leave for reasons of military service and pregnancy **[Action 20-1]**
  + Passed unanimously
* The Senate charges several groups with examining different aspects of academic integrity: the APC, ASC, and CELTT Online advisory board **[Action 20-2]**
  + Passed unanimously

Information Items

* Potential athletic collaboration for UB students
  + This item relates to something a few years ago, wherein students were interested in lacrosse. We could not participate because of NCAA rules, but it was potentially possible to join forces with a neighboring school. We have permission to collaborate with Coppin, and the rules and regulations indicate that any sport could be open to students. This needs further discussion with the faculty because we would need a liaison. **[Document 20 – D]**
  + Q: We have enrollment problems, would this help us at all? Good question, we need to discuss if this is a plus or a minus.
  + Because this would have financial and policy implications, there might be room for a small taskforce to create a short whitepaper through the Provost’s office.
  + We should probably poll perspective and current students
* Enrollment update
  + The Provost distributed a report of final enrollments organized by colleges and populations. The overall headcount was 4500, compared to the most likely which was 4800. **[Document 20-E]**
  + Some strengths:
    - Returning students at 98%
    - Some grad student enrollments were over goal, which is encouraging because we’ve put more attention there.
  + The more troubling aspects are in new students particularly undergraduates:
    - Freshman was the biggest problem, potentially because of being late to market with a new strategy
    - Transfer students were only at 70% of goal
* Finalizing work teams for strategic enrollment groups
  + The Provost distributed a document identifies these teams and their responsibilities. It was noted that strategy papers for 2020 enrollments are mostly complete and the next step will be developing action plans which recognize different populations. **[Document 20-F]**

Discussion:

* + When were these decided?
    - Over the last few days. This is a draft and while obviously more people will be involved in implementing various actions, it was important to share what was being done. Faculty are encouraged to reach out to Deans for further discuss
  + We have to have a discussion about what we are asking program directors to do, we can’t do everything. I’m concerned about the idea of “accountability” raised here, given that this isn’t part of my job description.
  + A deeper discussion about the role of program directors should be done with Deans
  + Moving to RCM, which is revenue dependent, should further ensure collaboration and dialogue leads to the right actions
  + Everyone should not only look at most likely goals, but focus more on year over year as this gives a different picture of the situation
* Student Assistance Program
  + A buzz folder was distributed with information on the program **[Document 20-G]**
  + Students can get services through call lines over the weekend and the clinical case manager, Tony DuLaney, is in the office of student support
  + Chuck from the BHS assistance program emphasized that counselling support is free and confidential. UB gets only aggregate information, and Master’s clinicians answer the phone.
  + The service also can provide work-life related services, for example trying to locate daycare or eldercare.

Discussion:

* + Is this available to students who don’t have health insurance? Clinicians can assit in locating community resources
  + How are we communicating this to students? SSSS and BHS were part of orientation, but are also speaking with the SGA. Information is also in the student success syllabus addendum and in the daily digest this entire year

Strategic discussion Items

**RCM and budget**

* The budget presentation by the CFO is available in Sakai **[Document 20-H]**

Overview:

* The CFO is concerned because the situation is worsening. If tuition and enrollment continues to decline we will **have** to make spending cuts.
  + In the 18-19 year the tuition was short of the plan by 2.3 mil, for the current year our forecast would be being short being short by about 2.8 mil. That is clearly an increase.
  + The current reserve is 15.3 million, the plant balance is 20 million.
    - What would be an adequate reserve? A good minimum would be 25%, more ideal would be 50% These are an industry standard, USM is expects UB to increase by 1% of our spending authority every year.
  + Police academy – From a financial point of view there are things like rent from parking, lease payments. It would be a net positive in terms of money to the University even if we had some associated expenses
* Important Highlights
  + Tuition as a driver of revenue
    - There is an inverse relationship between seats and tuition misses given the tuition costs for different types of students
    - We budgeted 5% off the most likely goal. Including the cost gap from actual enrollment.
      * Q: What is the discount rate for institutional aide? It’s a little bit more, previously it was 15%
    - Law intentionally budgeted with a contingency to offset their shortfall through RCM.
      * Did law start with a zero base to begin RCM? There was a forecast of revenue and costs like financial aide. A payment was agreed as a placeholder for indirect costs, with a plan to settle moving forward. A revenue model was created that had revenue match expenses.
  + Declining trends
    - If one looked at enrollments, there is an increasing percentage loss
    - Should the trend continue, there would be a loss of around 33% of students over 4 years. This would mean a student body of 4k instead of 6k
  + Growing structural deficit
    - The growing decline increases our structural deficit
    - A loss over 3 years of 15% of tuition revenues
    - A structural gap is an exceeding of expenditures over the revenue, carrying over the budgets means that this will grow rapidly
* Discussion
  + Obviously the increasing rate of decline is distressing. There probably is an equilibrium at some point and I’d think we would need to project further in order to have an effective turnaround plan.
    - We’ve looked at stabilization at different set points, but if there isn’t a stabilization those models don’t matter.
  + Have we looked across degree programs to look at scenarios like altering the structures of programs to increase enrollment?
    - Deans have been asked to look at competitiveness. We can model tradeoffs between credits and people.
  + We will have to report this decline to Middle States this year.
* RCM
  + What happened to the workgroups?
    - We had an aggressive plan, work did happen over the summer but RCM is very hard to adapt with such a high structural deficit. I saw this coming and thought it would be unfair to ask people to come in under these circumstances
    - We’ve developed a new projection process
      * The law school already has had to do this
  + There was an implementation date of July2020 for RCM before… is that still likely to happen? It’s premature to say, we need to be further in the process to be sure.
  + Numerous faculty, deans, and others expressed concern with implementing RCM. Some comments included:
    - I have a lot of unanswered questions about how we would deal with pressures on offices and administration outside of the schools? Typically there is a report out periodically that explains office expenses, benchmarking against standards is also common
    - I really think we need to be cautious, we can’t simply push responsibility for these gaps to all the schools
    - I’m not sure all schools should cut going forward as a strategy for the university, this leads me to think about where one starts on RCM. Do you start with zero based budgeting? We also have to look hard at the “tax” right now given revenues and costs.

**Police Education and Training Center**

The President summarized the situation regarding the BPD Training center.

* As part of the consent decree the training facilities must move. Commissioner Harrison partnered with a university in New Orleans, and felt the UB was the most ideal location. We have not signed a lease yet, but there is much of an agreement in place. It has not yet been finalized. It would be for about 1.3mil annually, on the 2nd and 3rd floor of the learning commons. The special collections department there currently would move to the first floor. The department would have some hours of exclusive gym use. The agreement should be finalized next week.
* Discussion:
  + How much would the net revenue be? I can have an actual number available at the next meeting, but it should be more than 1 million.
  + Have you thought about the impact on enrollment? We have and are talking now about the best way to report to the community that this is a positive development. There are several proposals afoot from faculty who are interested in working with them to improve training.
  + Is it a full service police training academy? Like a gun range? No, the gun range will remain elsewhere
  + You should speak to the SGA about it.

Important Upcoming Dates

* UFS 2019-20 meeting dates (Bogomolny Room unless otherwise noted)
  + September 4
  + 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)