

**Minutes for University Budget Committee Meeting**  
**Thumel Business Center, Room 133**  
**October 30, 2013 – 1:00 pm**

**Attending:**

James Hale, Chair

Ed Gibson, Secretary

Jamaal Vetose

J. C. Weiss

Barbara Aughenbaugh, Associate VP for Administration & Finance, for Harry Schuckel (ex officio)

Karen Karmiol, for Joe Wood, Provost & Senior VP for Academic Affairs (ex officio)

Kathy Brophy

Jennifer Bannon

Dan Gerlowski

**Absent:**

Dominique Brown

Jill Green

Mary Maher, Assistant VP for Human Resources (ex officio)

**I. Minutes of the October 1 meeting already had been approved (electronically) and posted on the Governance Steering Council (GSC) website.**

**II. Committee notified of responses sent to GSC:**

- The committee was informed that GSC expressed appreciation for receipt of the committee's responses to four questions concerning structural issues, which the GSC had posed and submitted to its subsidiary committees prior to the UBC's October 1 meeting.

**III. Updates on shared governance provided:**

- The University of Baltimore Staff Senate (UBSS) met on October 14. One topic of discussion was the system-wide exempt salary structure review, currently in progress, which is conducted biennially. A follow-on to the current faculty salary study, which will focus on staff salaries and include comparisons based on prevailing market conditions, is expected to get underway in Spring 2014.
- The University Faculty Senate (UFS) met on October 2. Part of the meeting dealt with the upcoming presidential search and the development of a list of desirable attributes for the University's new president, which was shared with University System of Maryland (USM) President Brit Kirwin (as was the UBSS's list).
  - o The USF requested feedback from college senates on the proposal for a sophomore seminar. Questions on the proposal had arisen such as the applicability of the seminar requirement to transfer students. No budgetary impact was expected, since the sophomore seminar takes the place of a general education elective.

- The course repetition policy was amended to resolve unintended consequences and procedural inconsistencies that had arisen under the previous policy.
- Discussions are ongoing regarding the increasingly common online course offerings, which are not entirely compatible with existing academic policy. For example, cheating is detectable online, but not provable. The plagiarism tutorial is also problematic. Another example is the relatively poorer performance by weaker students in online classes as compared to in-person attendance.

**IV. Committee charge not reviewed:**

- In response to the request of the SVP A&F, the committee had planned to review its planned activities in view of its charge. In the absence of the SVP A&F, this review was postponed.

**V. FY2014 supplemental funding decisions discussed:**

- The committee discussed requests from the GSC for information on the FY2014 supplemental funding decisions:
  - The GSC Chair explained the GSC's request for the committee to determine "of the total (presumed increase) in total expenditures for the University in any given year, what percentage of the increase do supplemental budget items represent" ("University Budget Committee Charges 082013" [attachment], Gerlowski to Karmioli, August 2, 2013).
    - The GSC Chair put the request to analyze supplementals in the context of establishing the extent to which the supplemental process influences budget allocations. This determination is important for supporting the nascent awareness and involvement in the budgetary process by the constituencies represented by the shared governance bodies. Unless and until the supplemental process is viewed broadly as a significant factor affecting actual spending decisions, then awareness and involvement by the broader University community in the budgetary process will be insufficient to achieve the benefits promised by shared governance, at least in the area of financial affairs.
    - Representative of A&F pointed out a number of complexities in establishing this linkage.
      - The supplemental process has been curtailed in some recent years due to insufficient new funding or, as in the example of the FY2013 supplemental budget, a predefined allocation of the scarce additional funding.
      - The additional funding projected to be available is not always able to be allocated to departments' or divisions' discretionary budget requirements. The reason for this lack of discretion is mandatory allocations of additional funding, for example, directed to fund balance maintenance, salary and benefit changes, and other non-discretionary uses.

- When supplemental budgetary items are for a general purpose, then the linkage of those intended expenditures with actual spending is problematic.
- When supplemental budgetary items apply to a different time period, as in the case of faculty lines approved for a given year, which represent actual expenditures in future years, after the faculty are actually hired, then a mismatch arises between supplemental allocations and actual spending for a given year.
- Spending decisions of necessity deal with exigencies that arise as the budget is being executed. An example of such exigencies that has already affected the FY2014 budget is the exhaustion of the \$600,000 contingency fund to cover modest shortfalls in anticipated enrollment.
- A&F representatives discussed the importance of revenue growth as a contributor to increased discretionary funding.
- The committee determined that its review of the supplemental allocations process could address one of the above issues by maintaining separate categories for mandatory and supplemental allocations and matching those, to the extent possible, with spending changes. A&F representatives asked that the committee make a formal request for supplemental allocations for previous years (beyond what is currently posted).

## **VI. Review of work plan conducted:**

- There was a discussion of the committee's draft work plan, particularly the interface between the committee, GSC, and other shared governance bodies.
  - A list of budgetary priorities was considered, which had been generated from the "Emerging Priorities" subset of the *Developing Institutional Priorities* list provided by the SVP A&F in February 2013.
    - At the suggestion of the GSC Chair, the committee voted to distribute the list of budgetary priorities to the senates and SGA, after including an explicit reference to the draft (November 2013) University Strategic Plan.
  - The committee addressed the request by the UBSS to provide 1) Statistics on staff—as compared to percentage growth of faculty and students—and breakouts by area identifying replacements, new PINs, positions vacated and not filled ; 2) Identification of how the budget is being applied to retention efforts and how money from enrollment growth is being allocated; and 3) A communication through chart, etc. (format is up to the committee) that demystifies the budget process ("GSC Forwarded Action Items" [attachment], Gerlowski to UBC, October 29, 2013).
    - The committee did not formulate a formal response, but did discuss the embedded requirement for a faculty count—to compare with the staff count.

- The GSC Chair offered a suggested method for counting faculty in teaching roles, that is, exclusive of administrative responsibilities and other non-teaching duties: “Each faculty should be counted according to the amount of time they devote to teaching, research, and service per the norms established in their schools. A good ‘rough’ proxy for this is the percentage of typical teaching load in each school. For example, for a Professor X in the Business School who gets 2 courses reduced for administrative efforts with a governance group. The normal Business School load is 6 - so Professor X teaches 4 of 6 and thus counts, by this proxy measure as 0.67 of a faculty member. The point is there are a lot of faculty members who have course assignment reductions for things that are not part of the traditional teaching, research, and service mix. Adjunct faculty can be counted by courses taught, not headcount either—some adjuncts teach more than 1 course.” (Gerlowski to Gibson, November 1, 2013).
- The GSC Chair further pointed out that often the reported faculty hires are not additional faculty lines, but replacements.

**VII. The next meeting date will be on November 20 at 2:00 pm.**

**VIII. The meeting adjourned at 2:05 pm.**