**University of Baltimore Staff Senate**

**AGENDA**

Monday, November 13  
11:00 a.m. to 12:30 p.m.   
Bogomolny Room

**Present** – J. Hale, K. Jordan, J. Brenner, E. Jones, S. Shirley, L. Harow, J. Chapin, B. Boyd, Z. Luhman, M. Junot

**Absent** – Was anyone out this meeting?

1. Chair Report by James Hale

* Agenda Approved (October)
* Notification going out on Daily Digest about Board of Regent (BOR) awards –Nominations are due in mid-January. We had a winner last year. HR has offered to send the packet from last year, via Rebecca Spence. They can help you write the letter, if interested in nominating someone.
* Two events
  + Friday, November 17 – Potluck Lunch – Café in the Student Center, There will be a Google Doc signup sheet to see what others are bringing. If you don’t want to cook, bring plates, napkins, cups
  + Tuesday, December 19th – BC Auditorium Movie Night at 5:30-7:30pm. Most likely it will be a holiday movie.

1. CUSS Report

* Nothing to Report – E. Jones

1. Strategic Plan Update by Provost Smith

* (D. Smith) The strategic plan has been disseminated to the community and thoroughly endorsed by the President.
* The SPBC spent the last year drafting and re-drafting the strategic plan. There were 10 iterations, 3 of which the community has seen and provided feedback on.
  + A previous version had 4 goals. We determined there was insufficient inclusion of the recognition of diversity and inclusiveness and retention. The plan was extended to 6 goals, including goals on student retention and diversity.
  + We highlighted signature areas of excellence. What do we stand for? Why do they want to come here? It starts with programming. Identify 6 distinct clusters. Opens up opportunities of faculty hires and faculty alignment. Develop accelerated pathways from undergraduate to graduate programs. Goals are focusing on where we want to go. Repositioning UB as a school that graduates and professional careers. Strength of student success. Recruit those students that have the most likely academic success. Morally serving our students. Third goal of innovating financial stability. Access to our operations. We will not be a university of 8-10 thousand in the near future. Determine and align for what do we need to serve 5500 UG/G students?
* Process right now is to share these plans.
* Strategic plan is a dynamic document. It will evolve as the university evolves. It is healthy. We are developing KPIs that go with the goals. Challenge in the past is we were not benchmarking our performance. We had a scorecard that changed year to year depending on what we wanted to focus.
  + Seeking greater accountability and assessment of performance. KPIs in place by March. Will have a public document that shows what they are and how we are moving towards those goals.
* Looking at the potential budget implications of these key strategies
* Q (B. Boyd) – We want to align ourselves with being a 5500 student university? When you look at the document, it shows a 5500 head count for FY18? The email from Darlene with the view on headcount. Things went up and things came back down. There is a faculty surplus as a result. Are we looking at that?
  + (D. Smith) Strategic analysis of program prioritization. As part of the analysis, looked over 5 year period, trends (enrollment, applications, revenue, instructional cost, market share, etc). Use the information to ensure we are appropriately investing in programs that will provide returns to the university. Programs will be enhanced or divested with teach out.
  + Across the university we are looking at faculty and staffing levels to ensure they are appropriately aligned.
* Q. (B. Boyd) – A couple of years to teach out, but what is decision time?
  + (D. Smith) Two phases. Last year was gathering the data that was shared in the fall. Dickinson model is being followed. It is the benchmark in analyzing programs. Collected initial round of data. Second phase is for the faculty within programs to bring in qualitative data to the discussion. We have a committee that will meet in early December. The academic leadership of each school will present the analysis – which programs should receive strategic investment, enhanced, divested. Committee will look at the whole and make a final set of recommendations to be shared most likely in January.
  + We are looking at administrative options as well.
* Q. (J. Hale) – What are the next steps?
  + (D. Smith) Present to the chancellor and the BOR. MHEC state plan, we reviewed to see how well our plan was aligned with their plan. We think we are well aligned to theirs.
    - KPIs some may require workgroups. Priorities for year 1, year 2, year 3.

1. Enrollment Management & Marketing Update (Victoria Reid)

* Victoria introduced Natalie Herring (AVP)
* (V. Reid) UBSS asked for an enrollment update, terms of admission and marketing.
* **POWERPOINT PRESENTATION**
* Natalie and team
  + Territory management model. Much broader recruitment area than we were looking at last year. Brought in a lot more of good practices for lead buying/prospect buying.
  + What’s best practice? Are we doing it? Implementing it.
  + Expanding territory to Philadelphia, DC. and 6 states
  + Pre-transfer advising at Montgomery College. Most of these students go to Shady Grove.
  + Transfer Decision Days
  + Group our transfer and graduate audiences
  + Partnership luncheon in the spring (Feb 14)
  + Community Colleges – This is one of the areas we lost some ground. All of the counselors are visiting community colleges. A specific advisor is travelling around to all of them. Hired senior counselors to help with transfer. Transferology. Market research in field with current and prospective students to determine what we can be doing better.
  + General brochure developed and mailed to all our gatekeepers. We have done a lot of postcard mailings, follow-up and direct mail, reminding students what they need to do.
  + Conversion focus – Natalie brought in a lot of focus in in-house call campaigns. High school, community colleges and 4 year institutions in the region are assigned to a counselor.
  + Get the campaigns out
* Results to date
  + Prospects are up 39%
  + Apps up 13%
  + Admits 11%
  + Grad programs are up as well.
* Generating leads – 12% increase in lead generation from marketing campaign efforts
* Enrollment marketing
  + Waiting for the ideas and campaign from Ologie
  + Focus on events, where we will be at events
  + Banner ads and postcards, fairs, social media – organic and paid, iHeart media, radio spots promoting our brand and key events
  + Specific military campaign – had additional money to target them and additional email blasts
  + Specific video developed for Shady grove
  + Jmore Magazine – trying to attract to new audience
  + Community based advertising – Baltimore Patch
  + Print – focusing on key UG/G programs
  + Student story that highlights our campus.
* Virginia and Northeast
* Focusing on digital media plan.
* Enrollment goals for fall are being reviewed and modelled out with the colleges. Decline due to the pipeline – affordability, retention strategies.
* Reviewing scholarship strategy for all programs
  + Can we bring up the quality of students that we bring in, so they can be successful?
  + Associate degree students – we know they can be successful
* We got a peek under the tent from Ologie and we are excited about it. There will be focus groups in December about it. We encourage you and students to sign up to refine the concepts.
  + Release through training workshops in the beginning of February
* (N. Herring) – We are also working on getting articulation agreements with Carroll CC, working on Frederick CC, trying to get ARTSYS updated and the information that the students need there. Brochures have been really helpful, we are already in our second reprint. Stop by if you want copies.
  + Setting up recruitment coordination meetings with colleges, including Marketing and Communications to be sure we are on the same page.
  + We have referral process we will roll out shortly. Alums, faculty, staff – put together a little form for if you would like to be involved and how you can help.
  + Long range strategy – we have full staff. Hoping as we get up to speed, we hope to see a turnaround.
  + Launching a new E-App which will track how students got to UB (referred/how did you hear about UB)
* Q. – (Constituent) I am too old to go back to school. Has there been any consideration, with targeting ads that you are never too old to return to school? I think we are missing a key segment, who don’t even consider it because of what they think is or is not available to them.
  + (V. Reid) – Couple things. There is the market. Some of them want to go back to school but it is not convenient – looking at expansion of online
    - Looking at admissions criteria and support of not having been back in a while.
* Q. – (Constituent) – I wouldn’t say Graduate degrees. I also wouldn’t say online, because this group isn’t an online group (correspondence school)
  + (V. Reid) – looking at a survey to get more insight at this group
  + (D. Smith) – One of the initial themes from the branding company - - It’s never too late. Profiling a lot of those students. Marketing can depend on the faces you put into ads.
  + (Natalie) Making sure our students see themselves as they look at the materials and online. Defining that diversity and making it a part of our strategy
* Q. – (Constituent) – What is the strategy for international audience>
  + (V. Reid) – Addressing the domestic international audience. The truly international is being done through the colleges. Some of them, but not all of them, are looking for fully online programs. We don’t leverage our alumni enough, who have gone back to their own countries. You can help it snowball, if you have a core group and they go back and engage with the community.
    - Our efforts have been more domestic. China, Saudi students through the government programs
* Q. – (Constituent) – There is a big audience, but they don’t know the process or what it entails
  + (V. Reid) – We are purchasing TOFEL scores. We need to do a better job with the process.
* Q. – (Constituent)
  + (N. Herring) – Moving the admissions office from standard to best practice. We haven’t had an opportunity to wrap our hands around yet. IB schools. We do give scholarships to international students, but we need to get that information out. Handout walks them through the process. We would be remiss to not acknowledge the political hurdles to study abroad right now.
  + (V. Reid) – 7-8 reps from different countries, they did a tour through university, and UB was on the tour.
    - * Craig has visited embassies in DC

1. Campus ID Policy Feedback

* ID policy up for feedback until Nov 30th. Email UBSS if you have comments.
* Dean Weich will present from the committee.
* (R. Weich) 20 people on the working group. Every unit was invited to participate and most did. We are public building, but too open. Police don’t know who is in the building. Policy to carry your ID, but not about displaying it. People are there for non-legitimate reasons and it has become a real concern for students and faculty/staff. Policy was proposed. Taking the existing requirement and changing it to wearing the id. Visitors would have to sign in. There would be only one open entry, others converted to bee card access. Especially after public hours, the building could be cleared for those that are not supposed to be there. Better awareness of who is in the building and what reason.
  + Q. – (J. Hale)
    - Part time students/faculty/staff. Does the BeeCard have extended hours?
      * (Ron) Someone that is only in the building once a month, would only have to show it when they are here once a month.
    - Has this been implemented at other schools?
      * (Ron) Yes. Chief Tress reviewed other schools/business in urban areas that use these practices.
      * (Mason) – These was done with a lot of comparison to places in urban areas on main thoroughfares.
  + Q. (Z. Luhman)
    - Different policies for 2 buildings than the other buildings
      * Right now there are security officers in LAP and AL. University could consider putting personal in other buildings, but the mechanism is already there
    - Q. – (Z. Luhman) Behaviors that are currently being observed in the law school, would move to other buildings.
      * I agree. Please provide your feedback in the policy, and we want to get people to get used to carrying their ID.
    - Q. – (Constituent) There didn’t seem to be any policy for visitors for West Chase, etc.
      * (R. Weich) Buildings a couple blocks away is not outside the realm. They should have the visitor badge from
      * (D. Smith) – this is the environment we are in today. Every organization is enhancing their security protocol. We know this is a culture shift. We are not looking to develop a policy. Deal with the implementation issues as they come. If we can get S/F/S to display IDs, we have moved the mountain. Balance security with operational costs, essential in one building, may be nice in another building. The key thing is displaying IDs so that security and police don’t have to guess when a situation comes up.

1. Budget Forum

* Open forum for constituents to voice their concerns.
  + Q. – (Constituent) How staff may be affected by the budget? Provost chart sent out Oct 25th, the percentage of inc/dec in faculty vs. staff. Staff have bore the brunt of reductions. I understand with the programmatic reviews, but they are going to take a few years.
  + Q. (E. Jones) – I agree with that, what is going to happen for FY 19, not FY 21. We had a 4mil deficit this year. How is that going to be handled through alignment of resources?
    - (D. Smith) – There is widespread recognition that we can’t approach this deficit as we have in the past. There is recognition that the numbers tell a story in reduction of staff. One of the reason we put a freeze on a lot of new hires. We want to have ample degrees of freedom going into FY 19. The breadth and level of analysis going on (program and administration). What are essential, what is not? Have we started offering services that was a nice addition, but is not as relevant? (Nothing specific in mind). Building an organization that was going to fit the 8-10,000 student. Did we build before we achieved that? This analysis sent out in October. If enrollments were similar to 10 years ago, how have we evolved in each of the areas? It was telling to look at that. We are not afraid to ask the questions. Our goal when we come back to the community in February, did you look at this? Is to say yes and this is what we found. Try not to make assumptions and to question assumptions. Do a lot of analysis in a short amount of time. It would be nice if we had a magic wand to eliminate anxiety over this. It is a catch22, there was frustration that there wasn’t enough analysis done, but you can get quick answers when you don’t use evidence based decision making. Some would argue it’s not enough time. We don’t want to shoot ourselves in the foot to compete.
    - (B. Aughenbaugh) – Shared services workgroup – look at the services we provide across the institution. How can we do it more effectively? Tasks, transactions and functions. Task force 6-10 areas we think should be looked at. We would like you to think about the things you interact with – what are your pain points? You don’t do it frequently enough, so they aren’t done right and take of time doing over. Example – contracts, our area doesn’t do a lot of them, so they are always sent back for being done wrong.
      * Efficiencies – I may know how they interact with me, but I may not know the rest of their position’s responsibility. Functions that could benefit from being centralized. Bottlenecks in process. Try to get to something specific to look into.
    - Q. (J. Hale) Can staff senate be a part of?
      * (B. Aughenbaugh) – Yes
      * (D. Smith) – currently 14-15 people in the committee
        + (Darlene) We are going to send to the faculty and staff an email about this. What started out as some small workgroups, determined we needed oversight committee. 8 workgroups right now. Individuals other than the steering committee are on the workgroups. Trying to get prelim analysis by Dec 15. Moving quickly. If ideas come back as feasible, then more work will be done. Used to government, linear approach, we are moving forward, (Barb – circular).
        + (D. Smith) Intent email – summarize the positives. There are a lot of interpretations. Process realignment. Other benefits besides the budget implications. People, process and technology. This is going to be a multi-year approach. Are there 1, 2 or more, where we can quickly identify budget and efficiency enhancement. It will not solve all the budget issues.
        + (B. Aughenbaugh) – need to have them balanced, someone (dog not in the fight).
  + Q. – (Constituent)
    - Is there expectation of furloughs and/or layoffs in second half of FY 18?
      * No
  + Q. – (M. Maher)
    - If we are looking at what we did this year (hiring freeze, furloughs, policy restriction (travel), reserve account, eliminating vacant positions)? If we see that we are looking at the same kind of deficit next year, and the president has said he is not entertaining furloughs next year? What do we anticipate the source of savings to be? What is our target? Where we going to find 1mil if we aren’t doing furloughs, layoffs?
      * (D. Smith) – We know if we were to implement an across the board cut of 5%, we would get 3.1 mil. Some unit heads have come back and said they have gone line by line and can take a 15% cut. Others have said I can’t take 5%. It is a puzzle. In January we are putting the pieces together. The plan has to be complete. Deployment of adjuncts and lecturers, looking at budget model, opportunities for realignment, instead of RIFs. We are in consideration that we may not be able to solve this in one year, it might take 2. Go back to system to say can we borrow again from our savings account. Every dollar we save this year, represent dollars we don’t have to raid savings next year. The more discretion in approving purchased, the less we have to borrow from our savings account (G&A budgets). As the year goes on, we are going to monitor the oversight of G&A accounts to take back the maximum of unused dollars. Many delay until spring, then those expenditures in the spring are going to be questions heavily. It may be there is not an FY 19 saving, but we can not renew, which gives us savings for FY 20. Unit heads have to measure FY 18, 19, 20. Teach out, we need to design the program teach out, so we have to model 2-3 year window to
  + Q. – (E. Jones)
    - Who is monitor the oversight of expenditures?
      * (B. Aughenbaugh) – Barb, Darlene, President
      * (D. Smith) - we are not reviewing every expenditure
      * (B. Aughenbaugh) – there is a lot that comes through me from procurement.
    - Q. – (Constituent) What about copier contracts? Each office is paying a different price. If university would negotiate a big contract for everyone to be the same contract.
      * (B. Aughenbaugh) We have looked at that. Paper – we don’t use $20,000 in paper as a whole university.
    - (B. Aughenbaugh) – I ask all the time for justification and rationalization to the decisions we make. Some would say that is a loss of control.
    - (D. Smith) – the sustainability perspective – every copy was defaulted to 2 sided. Copy codes to monitor if you are over the limit expected. We don’t have electronic signatures. We don’t have electronic workflow. What is going to come out of these workgroups, it may raise more questions than answers? It may highlight critical needs. Southwest model, they have 1 airplane model, and regardless there is then a standardization of inventory. 20 different copiers, then 20 different ink cartridges. We have really leaped on the decentralization bandwagon. That level in drives costs up.
  + Q. – (B. Boyd)
    - Will Shared Services lead to layoffs? If there are layoffs, would it be a multistage layoff process?
      * (B. Aughenbaugh) It would have to be. I don’t think we are going into it looking at layoffs. A lot of the efficiencies they saw were through attrition. It wasn’t a layoff conversation.
      * (D. Smith) – We are not doing this to see who we can lay off.

1. New Business

* (J. Hale) Charity campaign kicked off. UBSS is seeking an increase in participation. We would like to see the numbers increase.
  + Please donate online, it is much easier. Pledge forms will come out
* (J. Hale) UB GREEN pledge, supported by facilities – you will recycle, print on both side, use black ink.
  + It is in the daily digest, you can do it in person, and you can get a button.
* (M. Maher) One of the things we should not neglect, that as we move into these evaluation periods. We have already begun to see the positioning of faculty and administration. Pay attention to and creating opportunities for that reality. We need to get the wound healed. It is so disappointing; admin folks in a room and faculty make a statement.
  + (B. Aughenbaugh) - resolve budget deficit
    - Staff vs. faculty needs to be resolved. It would be disappointing to go through this level of effort and to not be a different organization at the end of it. We will make the president aware of this as well. I think morale will be in a different place.
  + Q. – (J. Hale) Can we make sure the message is brought to the other representatives?
    - * (B. Aughenbaugh) Yes.
      * (D. Smith) Each of the candidate CFO had same impression that there is a split dichotomy and you can’t fix your issues with the culture that currently exists. It’s been recognized. We know. Our only criteria for decision making is to ensure the long run stability of the institution. We have survived.
* Motion to adjourn – 12:35pm.