

# UBSS Minutes

August 20, 2018

11:00 – 12:30

AL 603

**Present:** John Brenner, Keiver Jordan, James Hale, Laurie Harow, Michelle Junot, Stephen Shirley, Natalie Dabrowski, Jessica O’Keefe, Megan Manley

**Absent:** Bill Boyd, John Chapin

**Total in Attendance:** Not Taken

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1. Call to Order
  - Amendment to Agenda, Neb S. Facilities update for 5 minutes added as number 7
  - Agenda is passed
2. Approval of August agenda and July minutes
  - July minutes are approved
3. Chair’s Report and GSC Report
  - Staff awards submission deadline is being extended. Date has not been announced but in September. Please nominate a deserving colleague
    - Staff senate is happy to help you with developing the package.
  - Come to next meeting ready to vote on resolution, maybe more.
  - GSC meeting – First meeting of the session for the GSC for the year.
4. CUSS Report
  - Stephen Shirley
    - Salisbury Maryland – big presentation with how they dealt with salary compression on their campus. System does a review of all position and sets the salary with market rate. We have not received regular COLA and merit updates. There is certain salary compression as a result. They brought resolution towards the administration. Admin and finance worked with HR and found 50 position, 20 positions required adjustment of \$300-\$9,000. It was done within 6 months.
    - Legislature laxed on retiring medicare coverage.
      - Sally Reed - Retiree prescription change began in 2011 when the change for Medicare occurred.

- Chancellor’s representative recommended using the IRS calculating tool to ensure you are taking out sufficient taxes.
- 5. Provost’s Report – Darlene Brannigan Smith
  - President sends his regrets for not being here today. His plane arrived at 2am this morning. He looks forward to seeing you at tomorrow’s convocation.
  - Provide an update of where we are on strategic planning, share with you some documents and open it up to Q and A
    - A real university dashboard. We talked about the importance of transparency and tracking the university’s performance relative to our strategic goals. We have to have agreement on what are going to be the metrics on the university strategic goals. We had a scorecard in the past, the metrics on that may change. Once established, the metrics will always be the metrics. We are calling this UB Vital Signs.
      - [HANDOUT #1](#) – UB Vital Signs (Assessing UB’s Strategic Performance) Draft Success Indicators (Revised: August 13, 2018)
    - Middle States requires us to report on financial strength and student success. It is developed to align the reporting for this and the state.
    - All the ones on the handout have been operationalized. The scorecard is a static document, while the dashboard is a dynamic instrument that is continually updated. It will be accessible through the myUB portal.
    - Feedback should be provided within the next week or two. There is a team that has been working on these throughout the summer. There have been steering committees around the six priorities.
    - There has been some word refinement of the strategic plan so it aligns with the metric being collected. It is not changing the spirit of the strategic information.
    - Middle States update report is due the end of this month.
  - Each year the president meets with the Chancellor and review the year in past. The president is asked to submit a year set of goals.
    - [HANDOUT #2](#) – Annual Outcome-Based Goals for President Kurt L. Schmoke, University of Baltimore, AY 2018-2019
    - Format is a little different this year. The Chancellor asked the presidents to identify behavioral competencies.
    - These go along with the ideas in the strategic plan.
    - Building financial health, building signature academic areas. There has been a lot of criticisms about who we are recruiting and what we should be doing. We are excited about moving forward in the discussion. Each of the schools need to align their strategic plan with the university strategic plan.
    - B-Power – the university system of Maryland has decided the B-Power model should become the system model. The other universities are going to be adopting the B-Power model. They are raising financial support for the other universities and John Brenner and his staff here at UB.
    - Need to develop tracking methods for community engagement.

- At convocation, you will hear about the importance and impact of all staff/faculty on student success. How do we align as an institution to drive student success?
  - Financial stability. Improved student success leads to improved financial stability.
  - We have a new and strong diversity plan for the next five years.
  - The president will meet with the Chancellor in April and we hope to have a lot of green checks next to all of these.
- **HANDOUT #3** - Proposed University Committee Initiatives - Governance Steering Council meets every spring. They send an email to the campus, which are the critical initiatives that the university should focus on. I have summarized them here. The GSC will have to ratify or not.
  - I would ask that GSC identify these quickly, so the first committee meetings can occur in September.
  - USM adopted Ombudsman Policy. There is no structure set aside, but one must be determined.
  - Bullying – I think it is a symptom, then the cause. Office of Human Resources is in the process of hiring a new training person. In terms of FMLA, and other policies, we need to have sufficient staffing to implement the programs. We will be instituting mandatory trainings.
  - Health and Well-being
  - Diversity – multi-year plan initiatives.
    - Giving a faculty award and staff award that embody the principles of diversity and inclusion.
  - Facilities – Neb will be chairing. Reviewing and endorsing the facilities plan to be presented to the system.
- Update on Student Counseling Services
  - Review of the counseling changes from last year. Need to provide counseling to all units. We still have Inova contract through November. We are still exploring options. We could partner with University of Maryland, Baltimore. UMB is preparing a proposal with our history of use. It needs to include a counselor on campus at UB Mon-Thurs 10-6. We are waiting for the proposal and if it works, we will implement immediately.
  - Q – Are we planning not to renew the contract we have now?
    - We only have 6 months of data and we would need to access user satisfaction, which is difficult due to HIPPA restrictions.
    - Before UMB came onto the radar as a partner, there was talk of starting a task force in September. We are balancing it right now to see which lane we want to go with. One of the benefits is that UMB is in the system and it creates systemness. We have to look at the costs UMB. If we were to look at another partner, then we would look at the costs and scope of their services before we would sign a long term contract with Inova. Right now we would only sign with Inova for the end of this academic year.

## 6. CFO's Budget Update – Beth Amyot

- FY 18 review
  - The year that ended June 30, 2018. We are still in a process of closing, but the final results shouldn't be very different from what I report today.
  - Bottom line – We closed with a positive bottom line margin. This was quite an accomplishment. We did not dip into the reserves in order to do that.
  - Revenues for the year \$100 million, Net tuition revenue \$49 million. The states provided about \$37 million. Biggest challenge was that tuition revenue was about \$5 million short of expected.
  - Spending and transfers was about \$100 million
    - 70% of spending on personnel
    - Required to make certain transfer to fund balance \$1.1 million
    - \$9 million invested into facilities each year – we were not able to do that, but set aside \$1.7 million for future facilities
    - \$200,000 fell to the bottom line. On the state fund balance, we are in the negative against \$1.2 million deficit.
  - I worry that our reserves are only \$14 million, so I am very happy we didn't have to dip into them.
- FY 19 update
  - Report is posted on the Budget Communication webpage. This information I am presenting is posted there so you can review it later.
  - New report – how are we actually doing with the budget for the upcoming year. We take what was budgeted in terms of enrollment in headcount and turns it into tuition revenue. This is very useful for tracking tuition dollars. Where are we now, and what is the forecast of where we will be. If we know the budget goals and we know where we are today, based upon students enrolled and how they are enrolled.
  - As of the report last Tuesday, we were forecast to be short 245 students for the fall, translates to \$2.2 million for the year. We actually did improve from the first run of the report which indicated a \$2.6 million shortfall.
  - \$2.2 million is the forecast today, but we know that summer was already counted, which is \$500,000 of the \$2.2M.
  - The bigger miss is in the new students. Continuing students is coming in pretty much as planned.
  - How are we going to handle the miss?
    - When we built this budget, it included spending money from the reserves.
    - \$3.8 million right now.
      - Reduce base spending, cuts across the university
      - Without reducing the base budget, find ways to reduce (cash reductions)
      - Some combination

- Are we ready as an institution to make strategic choices? We are going to try harder to make it better; it is not going to be enough.
- Which student populations, what percentage of the overall university, which programs do we invest in? We are in a very difficult position. What does cutting the base again do to us? The solution is not to just find it with cash, because we really made choices. Meetings in September will be about these choices. They will not be big town hall meetings, they will be more conversational.
- D. Smith - Beth had a shout out to people in Admissions. I would like to recognize the advisors and others who have reached out to our continuing students and prospects to help students register. There was an incredible amount of outreach. Thank you for the hard work and hours that you put in this summer.

#### 7. VP Facilities & Campus Safety – Neb Sertsu

- We opened the Bogolmony Library.
- City is adding bike lanes. Shuttle bus has been relocated to the side where the Student Center is located. They have shared a new shuttle map.
- Projects currently working on that we are hoping to complete:
  - Academic Center, We removed security desk. Creating welcoming stations. Transparent and open.
  - Bee cards to access the buildings.
  - Building hours – 8pm most go to card access.
  - Campus master plan will be shared with community for feedback in Sept/Oct. Priorities for the next five years and ten years.
  - Renovation of Amtrak’s Penn Station – Amtrak has hired a master developer to redesign train station and the parcels they own around it. The timeline is unknown. It is very early in the process.
  - Work Request – moving projects out of this system.
  - Team Dynamix – will be the tool for project requests – getting a suite painted, renovations.
  - Q. Has UB had a voice with the planning of the train station?
    - Yes, (Neb) I was on the committee to select the master planner. They will keep us advised. We are in there, MICA and Hopkins are there. We will continue to stay well engaged in the process.

#### 8. UBSS Potluck Picnic – Michelle Junot

- UBSS will host a picnic in the fall, likely a Friday in September. If you would like to help with that, let us know at UBSS email.
- SGA is trying to build momentum about UB spirit week. (D. Smith). If you can align around that it may be an option.

#### 9. New Business

- No New Business.

10. Carol Descak and Katie Kauffman to discuss enrollment. [Late Addition]

- Katie is going to talk about the numbers. The impression is that this year has been more integrated in our reporting and more collaborative in coordination. We have been working more closely with A & F than before.
  - [HANDOUT #4](#) – Summary of Fall 2018 Enrollment Measurements/Weekly Enrollment Report by School 08/20/2018
  - Note – UG pre-major some have declared and move to UG major returning.
- Carol – There is a lot that students would find attractive about UB, but we haven't gotten the message out in an effective way.
  - This past week, we got 17 new applications for freshman. I am not used to that. I don't have a clue, as we are still working the funnel intensively. We have 92 who are matriculated but have not yet enrolled.
  - Strategic decision - we were willing to take a smaller freshman class, to improve academic profile of the incoming students. This will continue going forward.
  - We are working with students very aggressively.
  - Advertising on electronic billboard on Charles St. of all admissions events, multimedia promotion.
  - We are actively reaching out to students who are 90% on application. Students who are eligible to return.
  - Our biggest challenge is staffing and staff training. We hired 8 people this summer. One has already left. We have someone else who has just submitted a resignation.

**UB Vital Signs (Assessing UB's Strategic Performance)  
Draft Success Indicators**

**(Revised: August 13, 2018)**

**Goal 1: Position UB as the region's premier professional, career-focused university.**

*Student Enrollment:*

1. **Student Enrollment:** Number of students as of 'census date' in fall semester
  - Total Headcount
  - Undergraduate (Headcount and FTE—include SCHs)
  - Graduate and Doctoral (Headcount and FTE-include SCHs)
  - Law (Headcount and FTE-include SCHs)
  - Transfer: Percent of undergraduate students who transfer in to UB
2. **Academic Profile:**
  - Freshman: SAT 25<sup>th</sup> – 75<sup>th</sup> Percentile; median GPA
  - Graduate: GPA, GRE, GMAT
  - Law: GPA, LSAT
3. **Ratio of FTE Student to FTE faculty**

*Academic Reputation:*

4. **Employed or in School Full-Time:** Percent of bachelor degree recipients who are engaged in a full-time activity including those who are employed full-time, attending graduate or professional school full-time, in the military, or in a stipend-paid service position within approximately 6 months from graduation. [Destination Survey; info submitted to USNWR]
5. **Undergraduate – Graduate Conversion Rates**
  - % of UB Undergraduate students who enroll in a UB graduate program [or elsewhere?]
  - Number of students enrolled in Accelerated Degree programs
6. **Honors:** % of undergraduate students participating in honors programs; % of students graduating with Latin honors
7. **National Recognition:**
  - Rankings: No. of programs in top two quartiles nationally within respective discipline/degree program
  - Accreditation: Percent of eligible program in each signature area accredited by national organization.
8. **Academic Challenge:** NSSE academic challenge rating - FR and SRs report (NSSE)

**Goal 2: Strengthen Student Success**

*Student Progression and Graduation:*

1. **Graduation Rates:** (6<sup>th</sup> year undergraduate rate and 6<sup>th</sup> year Graduate and Professional—adjust the years for 150% of FT)
2. **Social Mobility Index**
3. **Time to Degree:** Undergraduate and Graduate

4. **Retention Rate:** 2<sup>nd</sup> and 3-year retention rates
5. **Supportive Program Delivery:**
  - a. Off-Peak Enrollment: Percentage increase in number of SCHs generated in winter and summer terms.
  - b. Percent of SCHs taught on campus, online, hybrid and at RHEC
6. **Credits attempted vs credits earned GR and UG**
7. **Professional Licensure:**
  - a. **Bar pass rate**
  - b. **CPA pass rate**
  - c. **Psychology pass rate**

*Faculty Excellence:*

8. **High-Impact Experience Participation:** Percentage of undergraduate students who report participating in two or more HIPs while at UB, which includes internships, capstone courses/projects, study abroad, service learning, undergraduate research NSSE indicator for FR and SR
9. **Academically Qualified Faculty:** Percent of full-time faculty who have terminal degree in their field.
10. **Faculty Development:** Percent of full-time faculty participating each year in one or more development activities through CELTT.

*Affordability:*

11. **Student Debt at Graduation**
12. **Net Cost of Attendance**

<b>Goal 3: Solidify UB's Commitment to Community Engagement and Service</b>
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1. **Actively Working to Promote Social Change:** Percent of seniors who report on NSSE students that UB contributed to their development of actively working to promote social justice and change "quite a bit" or "very much." (NSSE)
2. **Alumni Engagement:** Percent of alumni engaged with student and campus activities.
3. **Community Based Training:** No. of individuals participating in on-campus training programs (e.g., CPM, BNIA Data Day, etc.)
4. **Community Based Student Engagement:** No. of students enrolled/participating in community based projects (e.g., JDL, Community Fellows, Clinics, service learning projects, etc.)
5. **Community Based Research:** The number of research reports provided to public and non-profit organizations.
6. **B-Power:** Number of city school students participating in B-Power program, percent enrolled in college; percent enrolled at UB.



## Goal 4: Organize for Long-Term Financial Stability (OR Improve UB's Long-Term Financial Health)

### 1. Composite Financial Index (CFI):

- a. **CFI:** The CFI is a single measure of financial performance that is derived by combining the four core ratios below with prescribed weightings. Accrediting bodies and the Department of Education use CFI and the four ratios in evaluating the financial health of universities.
- b. **Primary Reserve Ratio:** Measures financial strength. Minimum target ratio of at least 0.40; higher ratio is better.  
Calculated as Expendable Net Assets/Total Assets. (Note: Expendable Net Assets = Total Net Assets – Permanently Restricted net Assets – Property, Plant & Equipment, net + Long-term Debt)
- c. **Viability Ratio (Debt Management):** Measures the availability of expendable net assets to cover debt. Targeted ratio between 1.25 – 2.0.  
Calculated as Expendable Net Assets/Long-term Debt. (Note: Numerator is the same as for Primary Reserve Ratio)
- d. **Operating Margin:** Measures operating performance; i.e. are we operating within available resources. Minimum target ratio of 3% or more over the long term  
Calculated as Excess (Deficiency) of Unrestricted Operating Revenue over Unrestricted Operating Expenses/Total Unrestricted Operating Income.
- e. **Change/Return on Net Assets:** Measures total economic return. Minimum target ratio of 3% over the long-term; higher ratio is better.  
Calculated as Change in Net Assets/Total Net Assets

### 2. Balance Sheet Strength:

- a. **Endowment:** Most recent year, and year-over-year growth in Endowment per FTE Student; Endowed Assets for unrestricted use, scholarships, and other restricted purposes
- b. **Investment in Plant:** Renewal and replacement dollars spent as a % of replacement value (USM target is 2%), \$ amount of accumulated deferred maintenance, age of facilities
- c. **Fund Balance:** Amounts, trends, and coverage of unrestricted reserves (designated and undesignated) relative to operations and liabilities

### 3. Operational Soundness and Efficiencies:

- a. **Revenue:** Year-over-year trend/growth in gross and net tuition revenue, bottom line net margin overall and by program (target minimum of 3% operating margin overall), and net tuition and fees per FTE student
- b. **Funding dependencies and risk:** level, trends, and dependency on tuition (gross and net tuition revenue amounts as a % of expenses); level, trends, and dependency on state allocation (state allocation amount and as a % of expenses); level, trends, and dependency on other revenues sources
- c. **Philanthropy:** philanthropic dollars raised (new commitment, gift receipts -- unrestricted, restricted, and endowed), alumni giving (annual dollar amount of receipts and percentage participation (% of living alumni who donated to UB), fundraising efficiency (fundraising expenses/contribution revenue (target at 25% or less, lower is better)), all philanthropy to be reported two ways: using CASE standards and using GAAP requirements.
- d. **Funding deployment:** most recent year and year-over-year trends in instruction, academic support, student support expenses (itemized) -- per FTE and as % of total expenses, student credit hours per FTE faculty overall and by college/program; funding levels and trends relative to benchmarks for programs identified for differentiation
- e. **Cash flow:** amount and % of cash flow from operations, financing, and investments; amount of uncollectible receivables

#### **4. Demand, Pricing, and Market Positioning:**

- a. **Admission yield:** % of admitted students who enroll; growth in enrolled students and SCH's
- b. **Institutional discounts:** % of incoming and continuing students receiving aid; % discount rate for incoming undergraduate, graduate, and law students;
- c. **Pricing and Positioning:** Specific measures TBD

#### **Goal 5: Achieve Excellence in Research, Scholarship and Creative Activity**

1. **Faculty Excellence:** Number of faculty in senior leadership positions within their academic professions, serving as editors of major journals, and/or receiving prominent awards per year from (but not limited to): Fulbright Scholars, University System of Maryland Board of Regents.
2. **Sponsored Research Dollars:** Number of awards and total amount of funding from external sources awarded per fiscal year in support of research, scholarship and public service activities.
3. **UB Sponsored Research Funds:** Number of awards and total amount of funding from internal sources awarded per fiscal year in support of research, scholarship and public service. This includes both UB sources and UB Foundation Fund for Excellence grants.
4. **Faculty Scholarship (Publications):** Number of articles, books and other publications.
5. **Faculty Creative Works:** Number of juried creative work products generated by faculty.
6. **Students Participation in Research:**
  - a. Number of students participating in funded and unfunded research projects.
  - b. Number and amount of research awards for students.

#### **Goal 6: Strengthen UB's Commitment to Diversity, Equity and Inclusion**

1. **Culture/Inclusion Campus Satisfaction**
2. **Student Perception of Campus Inclusiveness (NSSE Indicator)**
3. **Student Diversity (Racial –Ethnic Minority Student Enrollment)**
4. **Closing the Achievement Gap:**
  - Undergraduate: Racial-Ethnic Minority Student Graduation Rate
  - Graduate: Racial-Ethnic Minority Student Graduation Rate
5. **Employee Diversity(Underrepresented Minorities)**
  - Faculty Diversity
  - Staff-Exempt Diversity
  - Staff-Non-Exempt Diversity

## Annual Outcome-Based Goals for President Kurt L. Schmoke, University of Baltimore, AY 2018-2019

Framework	Goal	Goal Description	Outcomes
1. Shape the Future	1.1	<p><b>Financial:</b> Develop a multi-year, strategic financial plan and begin execution to foster UB’s academic mission and financial health.</p> <p><i>[Aligns with UB Strategies 4.3 and 4.4]</i></p>	<ul style="list-style-type: none"> <li>• A campus-endorsed strategic five year financial plan</li> <li>• Articulation of and plans for at least three focused revenue generating initiatives, each targeted to generate a minimum of \$1 million annually within three years</li> </ul>
	1.2	<p><b>Academic:</b> Build academic programs and support mechanisms to promote our Signature Areas of Excellence, further deploy co-curricular activities in civic and community engagement, and respond to market preferences in academic programming.</p> <p><i>[Aligns with UB Strategies 1.1, 1.2, 1.4, 1.5 and 2.3]</i></p>	<ul style="list-style-type: none"> <li>• At least one new program offering in law</li> <li>• An honors undergraduate programs as a pathway to law (Philosophy, Law and Ethics)</li> <li>• A comprehensive strategy for online programs</li> <li>• Redesign of first-year curriculum for Fall 2019 implementation</li> <li>• Streamlining of course offerings as part of on-going program prioritization.</li> <li>• Re-envisioned Career and Internship Center</li> </ul>
	1.3	<p><b>Student Profile:</b> Develop UB’s targeted student body profile for freshmen, transfer, graduate and professional students.</p> <p><i>[Aligns with UB Strategy 1.4]</i></p>	<ul style="list-style-type: none"> <li>• A campus endorsed profile for student body, addressing headcount, academic credentials, graduate/undergraduate composition, FTFT freshman/transfers, full-time/part-time composition, geographic distribution, demographics and financial expectations.</li> </ul>
	1.4	<p><b>Facilities:</b> Develop/refresh our facilities master plan to reflect UB’s strategic plan, targeted student profile and financial plan.</p> <p><i>[Aligns with UB Strategy 4.1]</i></p>	<ul style="list-style-type: none"> <li>• Board of Regent approved facilities master plan</li> <li>• Ownership of the U.S. Postal site parcel on Oliver Street</li> <li>• Improve classroom utilization rate by 3 percent.</li> </ul>
	1.5	<p><b>Strategic Plans:</b> Align school and departmental strategic objectives with UB’s new strategic plan</p>	<ul style="list-style-type: none"> <li>• Approved multi-year plans for each school and division/department</li> </ul>

Objective	Goal	Goal Description	Outcomes
2. Build Effective Relationships	2.1	<b>B-Power:</b> Expand dual enrollment program with Baltimore City Schools. <i>[Aligns with UB Strategy 3.1]</i>	<ul style="list-style-type: none"> <li>• A 35% increase in dual enrollments and a 50% increase in new partnerships affiliated with city students</li> <li>• A 50% increase in the number of students matriculating from B-Power to UB</li> </ul>
	2.2	<b>Community Engagement and Fundraising:</b> Leverage existing relationships with corporations, agencies and community partners to enhance student learning and community impact. <i>[Aligns with UB Strategies 3.1, 3.2, and 3.3]</i>	<ul style="list-style-type: none"> <li>• Develop strategy for tracking community engagement (i.e., internships, service learning, service, and volunteerism) across the university.</li> </ul>
3. Deliver Results	3.1	<b>Student Success:</b> Foster greater student success through enhanced focus on student progression and retention.  <i>[Aligns with UB Strategies 2.1 and 2.3]</i>	<ul style="list-style-type: none"> <li>• Ratio of credits earned / credits attempted (vs. 2017-2018)</li> <li>• State bar pass rate</li> <li>• % of students attaining satisfactory academic progress (vs. 2017-2108)</li> <li>• FTFT 1<sup>nd</sup> year retention</li> <li>• FTFT graduation rate</li> <li>• Graduation rate for transfer students</li> <li>• Graduation rate for graduate students</li> </ul>
	3.2	<b>Financial Stability:</b> Achieve financial stability by meeting revenue targets and fundraising goals.  <i>(Aligns with UB Strategies 4.5 and</i>	<ul style="list-style-type: none"> <li>• Net tuition revenues (driven by achievement of enrollment targets and deployment of financial aid)</li> <li>• New sponsored research dollars</li> <li>• Total dollars of grant funding</li> </ul>

		5.1]	<ul style="list-style-type: none"><li>• Meet 100% of annual fund goal</li><li>• Percent of donors retained</li></ul>
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Objective	Goal	Goal Description	Outcomes
4. Energize the Team	4.1	<b>Diversity and Inclusion:</b> Develop programs to strengthen faculty and staff climate.  <i>[Aligns with UB Strategies 6.1 and 6.2]</i>	<ul style="list-style-type: none"> <li>• Leadership training and development for academic and administrative leaders</li> <li>• Approved diversity plans for each division</li> <li>• New faculty and staff awards to recognize those who have made significant contributions to promote diversity, equity and inclusion.</li> </ul>
	4.2	<b>Faculty Development:</b> Revitalize Center for Teaching and Learning to inspire teaching excellence  <i>[Aligns with UB Strategy 2.4]</i>	<ul style="list-style-type: none"> <li>• No. of faculty participating in programs</li> <li>• Institute a faculty leadership program for recently tenured and promoted faculty.</li> </ul>

### Annual Behavioral Competencies for President Kurt L. Schmoke, University of Baltimore, AY 2018-2019

Framework	Goal	Behavioral Competencies	Assessment / Feedback
Shape the Future	1.1	Articulates a clear vision for the future of UB	
	1.2	Advocates to USM and state and local governments UB's unique contributions to Baltimore City and Maryland	
	1.3	Provides strong fiscal leadership	
Build Effective Relationships	2.1	Develops and sustains critical relationships with external constituents.	
Energize the Team	3.1	Holds self and others accountable for measurable high-quality, timely and cost effective results	
Model personal excellence, integrity and accountability	4.1	Demonstrates effective leadership and ability to make bold, difficult decisions	

## Proposed University Committee Initiatives

### Work Life Committee (Sally Reed)

1. *Ombuds Services* – See USM policy guidelines
2. *Bullying* – Address the atmosphere of bullying across the university and develop a comprehensive Anti-Bullying Policy that addresses this complex problem. There is a significant amount of research out there about the specific problems of bullying in academia, and we need to incorporate the best practices and protocols into a newly developed Anti-Bullying Policy. We cannot address diversity and gender-based disparity issues without also addressing the need to develop a healthy and collegial working environment.
3. *Communication and Training* – Better communication and training for chairs/supervisors on system-wide, university, and college-level policies. Training on policies on everything from retirement to FMLA must be developed in a comprehensive manner and made MANDATORY for all supervisors and chairs. Additionally, those policies must be communicated to faculty and staff throughout their work life, and recommunicated if a change of status is imminent. Ad hoc and incomplete communication and implementation of policies undermines the university's ability to create a fair and level playing field for all its employees, and ought to be a core concern for us moving forward.
4. *Health and Wellbeing* – Initiate programs allowing various exercise regimens both for body and mind.

### Culture and Diversity Committee (Karla Shepherd)

1. *Prioritize Diversity Plan* – Review new plan, develop timelines, and recommend implementation plan with assigned responsibilities.
2. *Diversity Awards* – Develop criteria and process for new awards to recognize an outstanding faculty member and a staff who have made significant contributions to promote diversity, equity and inclusion.
3. *Diversity Dashboard* – Create / recommend quantitative and qualitative metrics to better understand the state of diversity and inclusion at UB.
4. *Student Narrative* – Compose a narrative (beyond demographic data) profiling “Our UB Students” to enhance knowledge of UB students’ unique backgrounds, histories and lived experiences. (Note: To be used in orientation, with external constituencies, etc.)
5. *Diversity Statement* – In conjunction with the Office of Human Resources, develop a recommended diversity statement to be included in all job postings.

### Facilities Committee (Neb Sertsu)

1. *Master Plan – Develop / refresh facilities master plan*
2. *Repurposing of Learning Commons*
3. *Testing – Assess feasibility of a testing center and identify space, as appropriate; insuring a greater degree of academic integrity.*
4. *Accessibility, Parking and Transportation – Manage and monitor current campus access and evaluate and recommend new ones.*
5. *Campus Sustainability and Recycling – Monitor campus-wide efforts with specific goals to reduce school's carbon footprint in combination with city policies.*

#### **Technology Committee (Dave Bobart)**

1. Licensing Agreements -- In OTS, minimize software expenditures by reducing redundancies and consolidating license purchases. Move from drive-only document access to web and cloud access and storage. Introduce integrated communication solutions (e.g., Skype for Business).

#### **Other Ideas for Consideration:**

1. Move Enrollment Management (Admissions) from Marketing and Communications to Student Services, thereby consolidating student-facing business units.
2. Create a single student point of contact for all Student Services with immediate access to function-specific staff. Design telephone, email, and web communications templates and update frequently.
3. Examine Law School offices/services that could be centralized with the rest of UB.
4. Faculty were not consulted in the decision to eliminate **Student Counseling Services**. Bring this back to the table for discussion with faculty input.
5. Involve faculty representatives in implementation of **Student Services** and **OTS SSCs**, and in knowledge finding and implementation of **Marketing & Communications SSC**.



# Fall 2018 Weekly Enrollment Report (8/20/2018)

Fall 2018		Weekly Enrollment Report by School								
8/20/2018	Enrolled Student Count	Student Count Gains Since Last Week Monday	Enrollment Forecast	Difference to EMM Forecast	Percentage to Forecast	Student Difference: Fall 18-Fall 17 This Week	Credit Hours Attempted	Credit Hour Gains Since Last Week Monday	Credit Hour Difference: Fall 18-Fall 17 This Week	
<b>The Freshman Program</b>										
Pre-Major (< 24 SCH)	New	92	7	152	-60	61%	-40	1346	104	-554
	Returning	64	-2	84	-20	76%	-25	803	-14	-275
	Subtotal	156	5	236	-80	66%	-65	2149	90	-829
<b>College of Public Affairs (CPA)</b>										
Second Chance Program @ Jessup Correctional Inst	New	0	0	20	-20	0%				
	Returning	41	16	49	-8	84%	13	355	201	193
	Subtotal	41	16	69	-28	59%	13	355	201	355
Undergraduate	New	121	9	165	-44	73%	-15	1220	78	-178
	Returning	454	7	450	4	101%	-68	5012	457	-824
	Subtotal	575	16	615	-40	93%	-83	6232	535	-1002
Graduate	New	161	14	229	-68	70%	-31	1030.5	88.5	-226.5
	Returning	591	8	644	-53	92%	-89	3733.5	34.5	-494.5
	Subtotal	752	22	873	-121	86%	-120	4764	123	-721
Subtotal	New	282	23	414	-132	68%	-46	2250.5	166.5	-404.5
	Returning	1086	31	1143	-57	95%	-116	8745.5	337.5	-1318.5
	CPA Subtotal	1368	54	1557	-189	88%	-162	10996	504	-1723
<b>Merritt School of Business (MSB)</b>										
Undergraduate	New	176	17	216	-40	81%	-12	1761	160	-215
	Returning	737	20	735	2	100%	-112	7250.5	213	-1429.5
	Subtotal	913	37	951	-38	96%	-124	9011.5	373	-1645
Graduate	New	118	14	152	-34	78%	4	727.5	96	52.5
	Returning	424	4	457	-33	93%	49	2350.5	55.5	284.5
	Subtotal	542	18	609	-67	89%	53	3078	151.5	337
Subtotal	New	294	31	368	-74	80%	-8	2488.5	256	-162.5
	Returning	1161	24	1,192	-31	97%	-63	9601	268.5	-1145
	MSB Subtotal	1455	55	1,560	-105	93%	-71	12089.5	524.5	-1308
<b>Yale Gordon Coll of Arts &amp; Sciences (YGCAS)</b>										
Undergraduate	New	136	18	167	-31	81%	-11	1443	179	-112
	Returning	577	17	632	-55	91%	-82	6328	202	-902
	Subtotal	713	35	799	-86	89%	-93	7771	381	-1014
Graduate	New	91	-1	141	-50	65%	-36	591	9	-246
	Returning	285	10	277	8	103%	-10	1684	38	-90
	Subtotal	376	9	418	-42	90%	-46	2275	47	-336
Subtotal	New	227	17	308	-81	74%	-47	3380	1534	-912
	Returning	862	27	909	-47	95%	-92	8815	1043	-1267
	CAS Subtotal	1089	44	1,217	-128	89%	-139	12195	2577	-2179
<b>Law School</b>										
Law: Adv Prof Degree	New	26	3	40	-14	65%	-3	280	24	-27
	Returning	33	1	35	-2	94%	-5	199	2	-33
	Subtotal	59	4	75	-16	79%	-8	479	26	-60
Law: J.D.	New	247	7	223	24	111%	26	3543	98	433
	Returning	417	-2	420	-3	99%	-24	5383.5	6	-274.5
	Subtotal	664	5	643	21	103%	2	8926.5	104	158.5
Subtotal	New	273	10	263	10	104%	23	3823	122	406
	Returning	450	-1	455	-5	99%	-29	5582.5	8	-307.5
	LAW Subtotal	723	9	718	5	101%	-6	9405.5	130	98.5
<b>Subtotals by Population</b>										
Pre-Major (< 24 SCH)	New	92	7	152	-60	61%	-40	1346	104	-554
	Returning	64	-2	84	-20	76%	-25	803	-14	-275
	Subtotal	156	5	236	-80	66%	-65	2149	90	-829
Major (24+ SCH)	New	433	44	568	-135	76%	-38	4424	417	-505
	Returning	1809	60	1866	-57	97%	-221	18590.5	718	-3155.5
	Subtotal	2242	104	2434	-192	92%	-259	23014.5	1135	-3661
Graduate	New	370	27	522	-152	71%	-63	2349	193.5	-420
	Returning	1300	22	1378	-78	94%	-50	7768	128	-300
	Subtotal	1670	49	1900	-230	88%	-113	10117	321.5	-720
Law: Adv Prof Degree	New	26	3	40	-14	65%	-3	280	24	-27
	Returning	33	2	35	-2	94%	-5	199	2	-33
	Subtotal	59	4	75	-16	79%	-8	479	26	-60
Law: J.D.	New	247	7	223	24	111%	26	3543	98	433
	Returning	417	-2	420	-3	99%	-24	5383.5	6	-274.5
	Subtotal	664	5	643	21	103%	2	8926.5	104	158.5
Grand Total	New	1168	88	1505	-337	78%	-118	11942	836.5	-1073
	Returning	3623	80	3783	-160	96%	-325	32744	840	-4038
	Grand Total	4791	168	5288	-497	91%	-443	44686	1676.5	-5111

Enrollment includes headcount and credits from students in IIT, NonDegree and Waiting programs.

		Nov 17 2017	Fall 2018	Difference	March 2018	Difference	Difference
<i>Summary of Fall 2018 Enrollment Measurements</i>		Budgeted Enrollment Projection	YTD Enrollment	YTD Budget Variance (2-1)	EMM Forecast	YTD Forecast Variance (2-4)	Projection to Forecast Variance (4-1)
		1	2	3	4	5	6
<i>Pre-Major (&lt; 24 SCH)</i>	New Freshmen	156	92	(64)	152	(60)	(4)
	Returning Pre-Majors	117	64	(53)	84	(20)	(33)
	<b>Subtotal</b>	<b>273</b>	<b>156</b>	<b>(117)</b>	<b>236</b>	<b>(80)</b>	<b>(37)</b>
<i>UG Major (24+ SCH)</i>	New Transfers	568	433	(135)	568	(135)	-
	Returning Majors	1,874	1,809	(65)	1,866	(57)	(8)
	<b>Subtotal</b>	<b>2,442</b>	<b>2,242</b>	<b>(200)</b>	<b>2,434</b>	<b>(192)</b>	<b>(8)</b>
<i>Graduate</i>	New	538	370	(168)	522	(152)	(16)
	Returning	1,362	1,300	(62)	1,378	(78)	16
	<b>Subtotal</b>	<b>1,900</b>	<b>1,670</b>	<b>(230)</b>	<b>1,900</b>	<b>(230)</b>	<b>-</b>
<i>Law: Adv Prof Degree</i>	New	40	26	(14)	40	(14)	-
	Returning	35	33	(2)	35	(2)	-
	<b>Subtotal</b>	<b>75</b>	<b>59</b>	<b>(16)</b>	<b>75</b>	<b>(16)</b>	<b>-</b>
<i>Law: J.D.</i>	New	223	247	24	223	24	-
	Returning	420	417	(3)	420	(3)	-
	<b>Subtotal</b>	<b>643</b>	<b>664</b>	<b>21</b>	<b>643</b>	<b>21</b>	<b>-</b>
<i>Grand Total</i>	New	1,525	1,168	(357)	1,505	(337)	(20)
	Returning	3,808	3,623	(185)	3,783	(160)	(25)
	<b>Grand Total</b>	<b>5,333</b>	<b>4,791</b>	<b>(542)</b>	<b>5,288</b>	<b>(497)</b>	<b>(45)</b>