

## **FACULTY SENATE MEETING AGENDA**

**December 11, 2018, 3:00pm-5:00pm, DION 115**

- Call to Order (3-3:05)
  - Approval of minutes from November meeting – add Elizabeth Lehr as attending
    - Motion to approve - Chad McGuire, Public Policy
    - 2<sup>nd</sup> – Elizabeth Lehr, English/CAS 101
    - passed
- President's Report (3:05-3:10pm)
  - Upcoming BOT and Intercampus Faculty Council Meeting
    - Discussion of UMass online anticipated
  - Issue with NUR 105 – Nutrition needing to be shifted to CAS for accreditation purposes – provost's office reached out, explained the need, and the CAS curriculum committee was able to approve within a week through the UCC
- Discussion of FY19 budget with Chancellor Robert Johnson and Interim VC of A&F Michael Barone (3:10-4:10pm)
  - Chancellor Johnson:
    - Acknowledges that we frequently are frustrated by the chaotic and unpredictable budgets
    - Atrocious discoveries of lack of control in the budget by Michael Barone
    - Intentionally has been slow and methodical in rolling out any budget until he felt like we had a good handle on the budget
      - Example: last April it was thought that we had a \$2 million surplus, then was projected that we'd have a \$2.8 million deficit, it is currently a \$1.1 million deficit – this is no way to do business
      - Intent was to roll out a 60% budget before enrollment numbers for the year are known, and then figure out the rest based on where we are with enrollment
      - We should have been adjusting our budget downward in correspondence with the decreasing enrollment over the past 5 years
  - Michael Barone: Faculty Senate Meeting Budget Trends and Discussion (powerpoint presentation)
    - Question – Chad McGuire, Public Policy: What is the “non-personnel” expenses?

- Michael Barone: Goods & services, technology, low expense equipment (not covered by State Appropriations – largely covered by the institution)
- Grant O’Rielly, Physics: Where is the large increase in salary costs coming from?
  - Michael Barone: Increases in fringe rates and costs (covered mostly by the state appropriations) – 41.9% increase from 2015 to 2019
  - Unclear what percentage of our salaries are covered by state appropriations (over 50%)
- Mike Goodman, Public Policy: What effect does depreciation have on our available cash?
  - Not a cash expense. We do not fund depreciation and have not traditionally. This is obviously problematic.
- Michael Barone: Challenges in April & May in setting up the budget was that there was no institutional knowledge to go from – A&F people were no longer here
- Grant O’Rielly, Physics – The auxiliary enterprises are going to drop with the triple-pay plan for the new dorms, correct? – Yes
  - Michael Barone: By how much is not known, but the new dorms will be for 1<sup>st</sup> year students
  - Current 1<sup>st</sup> year housing expenses are less than what they will be for a new building – by using the triple-pay program, we also won’t incur the expenses of maintaining and operating those buildings
    - Revenues may dip more than the expenses due to the new model
    - In another meeting we could be shown the performance projects that were discussed with the president’s office
- Mike Goodman, Public Policy: If we projected one value for tuition discounts and the financial aid office gave out more than that, shouldn’t they know how much money they have to work with?
  - Admittedly a point of disconnect in the budget – lack of communication
- Chad McGuire, Public Policy: The deferred maintenance issue with the 1<sup>st</sup> year housing is also an enrollment issue. We can’t attract students to campus with those buildings.

- We do have a history of projecting a larger budget than we end up using, so it is hoped that we will not over-stretch the university in our attempts to make up for a \$3 million deficit
  - Chad McGuire: Was that over-budgeting coming from the non-personnel part of the budget?
    - Yes, but other areas too.
- Uptick in enrollment this year is only relative to numbers. The budget is still more than the uptick covers
  - Monica Schuler: Uptick includes students from Mt. Ida, so this is likely a one-time increase?
    - Yes
    - Retention rates is also an influence here
      - Chad McGuire: Safe to assume that previous retention rates are being used in predictions?
        - Yes
- Budget Trends – Factors
  - Practice of over-budgeting, then adjusting to reality mid-year
  - Fringe benefits – biggest cost increase; much covered by State support
  - Salary & Wages up moderately, but should have right-sized staffing per enrollment drops
    - Grant O’Rielly – How can you adjust the number of faculty or staff for a department based on enrollment rates? You can’t do that.
      - Can’t speak to faculty, but it does beg the question what is the size of the university compared to our workforce?
    - Grant, cont.: Right-sized staffing is a long-term strategy.
      - Chancellor Johnson: You can’t cut your budget for gas on a monthly bases by 10%, because soon you won’t be able to get to work. He doesn’t disagree with Grant. This is good news, because for the first time in a long time we know what the numbers are and can make decisions together. Right-size does not mean that we want to lay off a bunch of people. We want to align the budget with the strategic plan.

- Chad McGuire: Recent policy went out on salary savings where they will be absorbed at a central level and then departments will have to demonstrate justification for need. The policy says there is going to be a decision-making group, which currently does not include faculty. Faculty should be represented on this committee. It is going to be a difficult process because everyone thinks their needs are of the utmost importance.
  - This is a reasonable request, but it is complicated. We bifurcate personnel decisions. There are currently 22 faculty positions that are in searches. That process is different from the salary savings policy that went out (but it does include faculty). It is not going to be arbitrary and capricious.
  - Cathy Curran: She's getting feedback from chairs that requests for faculty to be moved from some classes to others (pressure coming from Dean's office). Faculty shouldn't be taught outside of expertise for retention reasons. We have to think rationally about short money to hire someone as a PTL that knows how to teach the content vs. shuffling non-expert faculty into these positions. Balance between needs of students and budget savings. It seems like we're swinging toward budget savings.
  - Chancellor: This is an iterative process that we're trying to figure

out. Soon we'll have data for an entire academic year, and we'll be better able to address these issues. Can't speak directly to these specific instances that Cathy referenced. Wants to keep the discussion at the macro level.

- On-line growth and prior year tuition price increases maintained tuition revenue levels
- Depreciation expense increased due to building renovations/additions (e.g., Library, Business, SMAST East, lab renovations)
- Impacts:
  - Mid year budget cuts have been reactive; not strategic
  - Without rightsizing, operations spread thin, certain fundamental needs suffer (e.g., facilities upkeep)
  - Lack of capital budgeting (funds not set aside for capital needs)
  - Certain hidden liabilities emerge
- Solutions:
  - Improved budget process/planning – proactive, realistic, strategic
    - Intent is to get the budget for the next year set earlier than we have in the past. This will be more in-line with what other universities do.
  - Student enrollment and retention increases
  - Operational effectiveness for staffing
  - Cost controls
    - Chancellor: What percentage of the budget is truly discretionary?
      - Not that much. We do not have a pot of money from large projects that bring in revenue.
    - Chad McGuire: Do you actively try to get state appropriations to more accurately match salary needs?
      - State will fund them fully when salaries increase.
    - Grant O'Rielly: State agrees to fund these, which is less than the cost of living. Any failure to pay these comes from the state legislature failing to fund 2<sup>nd</sup> and 3<sup>rd</sup>

year increases. It is not faculty and staff's fault if this happens.

- Chancellor: We don't blame any employee for getting a salary increase that is not funded if the state does not appropriate the money. The fiscal reality is that we need to find a way to pay, and that can throw our budget off. If faculty want to help us with advocacy to keep pressure on the legislature to ensure that promised appropriated funds are allocated in full to the institutions.
- Dan Georgianna, SMAST: We don't seem to have the flow of information from the state, to the administration, to the faculty and staff.
  - Chancellor: That is part of this effort – to increase the communication. He just discovered last spring that he had a budget review committee that had not been meeting. This is a transitional year. We're trying to balance the budget this year. Michael Barone is sending a letter this week.
  - Dave Manke, Chemistry: We never hear what we SHOULD be spending. If we want to be a Dr.U, we are way underspending on programs. Why? Need to be focused on how to grow the small pot of money we have and figure out what we're doing wrong, not fight over the little bit we have. We set up a strategic plan, but we didn't figure out how to fund it. Faculty are feeling that, the expectations to be a Doctoral school but with no resources to get there.
    - Chancellor: What you just described is the ideal state that we want to move toward.
  - Chad McGuire, Public Policy: This goes back to accounting, and setting priorities.

- Michael Barone: We are higher in tuition discounts than all of the other campuses. Why?
  - Mike Goodman, Public Policy: We discount to meet yield for a target number. Concurred by Cathy Curran, Marketing.
  - Cathy Curran, Marketing: Previous budget reports have included an explosion in administrative positions and salary costs. What we've seen is that instead of cutting it is growing again. These are non-union positions, so they are not covered by state appropriations. We need to be more judicious in creating these admin positions. Why does this keep happening? Can we go through an exercise in assessing the need for these positions? If the chair's position gets redefined to include administrative duties, we really shouldn't need so much admin.
    - Chancellor: He looks forward to this discussion.
  - Grant O'Rielly, Physics: Revenue sharing with UE has not been distributed to departments as promised. Pedro refuses to discuss it.
    - Chancellor: We will look in to that and get back to you.
- Provost's Office Update: (4:10-4:20pm)
  - Thank you everyone, especially BIO, NUR, UCC, for smoothly moving NUR 105 to BIO to be taught by a nutrition expert. It was seamless for students.
  - Thanks for CVPA for pushing for the Interior Architecture and Design program. It is now at the UCC. If approved, it allows for a new stream of

students beyond the Mt. Ida students that came. We spent a significant amount of money on these new labs.

- The DHE is changing how they approve new programs. He expects that they will vote on this immediately.
- NEASC should be drafted by end of December.
- Admissions update: Fall 2019 – a total of 4105 have applied (up from 3809 last year), 2818 applications completed (up from 2527 last year), we have admitted 1900 (up from 1400 last year), and transfer number applied is 158 (153 last year)
- President's office considering if transfer students from community college should get accepted and admitted systematically by their office. Community college presidents are interested in reverse transfer to be able to count completed associate's degrees that may get completed after transfer.
  - Grant O'Rielly, Physics: Reverse transfer is problematic. Our sophomores are not at the associate's degree level. It is not fair to advertise this to students in community college.
- Report from the Student Faculty Academic Affairs Committee (SFAAC) (4:20-4:40)
  - Discussion with Ben Winslow, SFAAC Chair – Crystal Lubinsky, History, providing the report
    - By the end of next semester – grade appeal policy, athletics, class excused policy
    - Syllabi accreditation requirements – we need to have credit hours stated. We also have a number of other policies that are required to be there, but almost no one is doing it.
      - Instead of having pages of policies on each syllabus, there will be a link that can be put on the syllabus that will take students to a website that will have current versions of all these policies.
        - Final Draft has been approved by SFAAC:
          - Workload and class planning policies
            - Credit hour standard
            - Academic calendar
          - Academic Policies
            - Integrity
            - Withdrawal from University
            - Incompletes
            - Grade Appeal Process
          - MyCourses
          - Tutoring Support Services

- Grant O’Rielly, Physics: Since the syllabus is a requirement for courses, these would need to be, or should be approved by each college academic council. This will allow each college to provide comments beyond what can be provided here. Maybe also by the UCC. No disagreement anticipated but
- Doug Roscoe, Political Science: Motion for the senate to recommend adoption of the language provided by the provost’s office and SFAAC. Any faculty with language suggestions can work through the SFAAC.
  - Dave Manke, Chemistry: To be clear, most of what we get from the provost is suggestions of what we should have in our syllabi. Some of these seem to vary between courses, i.e., attendance policies.
  - Kathy Miraglia, Art Education: What makes you think they will read the link?
    - Compliance issue
    - Doug Roscoe, Political Science: If it’s in all syllabi, at least once they will hopefully look at it.
    - Chad McGuire, Public Policy: Does this drown out the more pertinent information on a syllabus? Does the link need to have all these things that are already in the student handbook and on the CITS website, etc.?
    - Chris Eisenhart, English: What parts of this are truly compliance necessary?
      - Credit hour standard is required – conversation went from there to common policies
    - Elizabeth Lehr, English, CAS 101 director: You have to put this information in front of them. That gives you something to point to when they want exceptions against policies.
    - Nancy O’Connor, Biology: seconds Doug’s motion. All in favor on space-saving link.
    - Shakhnoza Kayumova, STEM Ed and Teacher Development: It is important to protect both sides.
    - Grant O’Rielly, Physics: Wants to emphasize the importance of this going to each college.

Students are held to the student handbook that they signed when they matriculated, so the link may not be correct for all students.

- Susan Krumholz, CJS: This can be solved by the language used.
- Chris Eisenhart, English: Likelihood of students reading is low. Should only include what is required.
- Doug Roscoe, Political Science: NETCHE wants to see course schedules, assignments, etc. that account for hours.
- Chad McGuire, Public Policy: This is about approving the link for the website, not hard language, correct?
  - Yes
- Anna Klobucka, Portuguese: This does not preclude anyone who wants to still have the information directly on their syllabi.
- Dave Manke, Chemistry: If our course policies are different from general policies, would our syllabus policies preclude them? E.g., repercussions for misconduct.
- Grant O'Rielly, Physics: The language in the website should be minimums and other constraints can be set by faculty in their syllabi. Which one would take precedence?
- Susan Krumholts, CJS: This is all easy language to include in this.

▪ Motion passes with a majority

- New and continuing business (4:40-4:50pm)
  - Status of ongoing Committee work
    - UCC – program proposal, honors college proposal, UNV 101 evaluation
  - Update: Transition of the campus bookstore to fully online delivery of course materials
    - Currently the U is collecting proposals for the next company that will run the campus store
      - Faculty will be included on the committee reviewing proposals

- Issues: slowness of filling orders
- Other Business – If needed (4:50-5:00pm)
  - Cathy Curran, Marketing, Fac Fed Pres: If anyone is getting asked to teach subject areas in which they are not experts, please let her know.
    - Interdisciplinary programs – faculty being told to teach for their departments and not these programs. Departments should have agreed to the instruction for these programs. These programs were all approved by former deans, etc., so it's understandable that it is not currently understood that faculty were once strongly encouraged to be flexible for these programs.
      - E.g. An assistant professor was asked to teach a class in an area they don't know the year before going up for tenure.
      - Grant O'Rielly, Physics: Faculty also being told that teaching out of the department will be counted against them in evaluations.
      - Crystal Lubinsky, History: Some faculty, such as FTLs, may be less likely to say "no" to requests to teach outside of their area.
      - Chad McGuire, Public Policy: There has been a natural tension over the years to make sure that load matches need and is fair. Department chairs need to balance these things.
      - Susan Krumholtz, CJS: Part of the issue is dean's pushing projects, then leaving, and the support for the projects not continuing.
      - Agreements for teaching within your area may need to be more formalized beyond verbal agreements between faculty and chairs.
  - Doug Roscoe, Political Science: Request to have an update on the Mt. Ida students. It would be good to hear how all the exceptions that were made for these students are working out.
- Motion to adjourn – Grant O'Rielly, Second – Cathy Curran