

MINUTES
FACULTY SENATE COMMITTEE ON UNIVERSITY PLANNING
Thursday, October 4, 2018; 3:30 pm
Business Building, room 3046

Present: Valerie Barnett, Brad Behnke, Robert Hachiya, Keith Hohn, Brian Lindshield, Laurel Littrell, Jessica Meekins, Jeffrey Stevenson, Bob Weaber

Proxies: Lacy Pitts for Jordan Kiehl, Laurel Littrell for Heather Reed

Absent: Durant Bridges, Jess Falcone, Katie Kingery-Page

Guest: Ethan Erickson

Liaisons: Lynn Carlin (absent)

1. Valerie Barnett, Co-Chair, called the meeting to order at 3:30 pm.
2. The September 6 minutes were approved as submitted.
3. Budget Modernization - Guest: Ethan Erickson

Our guest Ethan Erickson discussed some of the questions that FSCOUP members have about the new budget model and the “shadow year.” Questions are very useful to help the budget office develop FAQs for the website to address the many questions. They are taking questions and putting them on the website as FAQs.

Deans are working through how to take the budget model and apply it to the departments within colleges, using various processes as appropriate to their particular colleges and situations.

A big question about the budget model is the governance structure that will be developed. The provost has a structure he has proposed to the president’s cabinet and information about this should be forthcoming. We can discuss this with him at our November meeting.

The budget office wants feedback so please send questions to the budget office website/email and talk to deans and department heads about how the model will work within a college or unit.

One question about the new model is the balance between centralized and decentralized budget decisions. Ethan stated that the old incremental model is very centralized, and a pure RCM model is very decentralized. The hybrid model we are phasing in is a compromise between the two extremes, trying to find the correct blend to capture benefits for both, as there are pros and cons to each. Universities that kept a strict RCM formula have been backing off on that because some funds need to be distributed in a fashion to drive strategic initiatives and progress.

The new term for “subvention” is “strategic investment.” In the shadow year, all components are invested in to create some budget stability and funds will flow on two year averages. The budget model stops at the dean level, so discussions will need to take

place within colleges about departmental distributions and how strategic investments take place for them. Questions exist within colleges about the balance between smaller and larger departments, along with more “profitable” programs and those that will not be “self-supporting” in this model. Transparency at all levels (university, college, and department) will be very important to successful implementation and to prevent the rise of unhealthy competition between areas. The governance structure will be very important to this process.

The role and position of Global Campus is another question for many senators. Some programs generate a lot of credit hours for Global Campus, and agreements vary between colleges and programs with Global Campus. Departments will need to work with their Deans to understand how all tuition revenues, including revenues generated through Global Campus, will flow within the college. The Global Campus is funded through a fee for the global campus course, which is incorporated into the tuition rate assessed for Global Campus courses. There is no change in how this fee flows to Global Campus in the new budget model.

For Service Centers (formerly cost pools), their budgets will be based on a more incremental budget. However, during the shadow and bridge years, it will be important to benchmark the budgets of our service centers against peer institutions. For headcounts of faculty, they are considered on a true head count without consideration for full or part time, or how much teaching load they carry. The argument is that the services provided by Service Centers to support faculty are the same regardless of whether they are full or part time. Keeping the budget model simplified is very important. High-cost delivery programs may not be covered in the model but there is still important incentive to be efficient. Comparisons with costs at other schools and similar benchmarks will be very important to help determine strategic investment dollars. There are questions about how to prevent areas from learning to “game the system” and become more siloed than ever. The governance structure needs to be designed to prevent this from happening and it will take some time to work through implementation. Quality of programs and effective recruitment and retention, with everyone working together towards those goals, will be very important. The deans have not had a lot of time to work with the budget model numbers yet, and this is the purpose of the shadow year to give them time to work out how to allocate funds within the colleges.

Questions continue to come up about the future of college fees. College fees currently all go to the college and are outside the budget model. Will we be moving to differential tuition? Not at this time. Student Senate would like to retain the model of the Tuition and Fees Strategies Committee, which will give them the opportunity to study and give feedback about fees; this is very important to them. Students are not in favor of differential tuition without student input in the process.

Other questions came up about the allocation of sponsored research overhead (SRO), which are funds from grants that are intended to pay for infrastructure needs to support grant projects. At this time the SRO allocation is not being adjusted with the new budget model, but may be in the future. This is another area where transparency is needed as there is much confusion about where those funds go and how grant funding is allocated.

4. Ongoing Business

A. University Handbook Section B95 concerning CCOPs – no discussion

B. Campus building plans / renovation funds

Lacy Pitts, Student Body Vice President, talked about the academic infrastructure fee and how those funds will be spent. The committee is interested in having the fee benefit as many students as possible with supporting renovations in some of the smaller classrooms across campus. As the main priorities, students would like to see comfortable furniture for long periods of sitting, adequate technology, better HVAC. It is important that as many students as possible see the benefits of the fees they are paying.

C. Multi-year City/University Fund proposal

Beginning in CY 2020, \$500,000 of funds is annually pledged to support the North Campus Corridor infrastructure projects. As a result, one of the major City/University projects recommended last year, crosswalk improvements, will obligate the remaining funding for the next several years. FSCOUP would like to remain informed about progress on all currently approved City/University projects as well as the north campus corridor. At some time in the future, we will need to think about proposing projects again once these are completed.

5. Announcements / Other

The provost will be our guest at our next meeting to further address questions about the new budget model and answer questions about the governance structure.

6. The meeting was adjourned.

Minutes submitted by: Laurel Littrell

Next meeting: Thursday, November 1, 2018; 3:30 pm; 3046 Business Building