

**MINUTES**  
**FACULTY SENATE COMMITTEE ON UNIVERSITY PLANNING**  
**Thursday, April 4, 2019; 3:45 pm**  
**Business Building, room 3046**

Present: Valerie Barnett, Lynn Carlin (Provost Liaison), Jess Falcone, Robert Hachiya, Jordan Kiehl, Katie Kingery-Page, Brian Lindshield, Laurel Littrell, Jessica Meekins, Jeffrey Stevenson, and Bob Weaver

Absent: Brad Behnke, Durant Bridges, Keith Hohn, and Heather Reed

Guests and visitors: Ethan Erickson, Kevin Gwinner, and Jansen Penny

1. Littrell called the meeting to order at 3:48 pm and introduced the incoming Student Body President, Jansen Penny, and our guests, Ethan Erickson and Kevin Gwinner.
2. Budget Modernization  
*Guests: Kevin Gwinner, Dean of Business Administration*  
*Ethan Erickson, Assistant VP for Budget Planning*

Littrell opened up with the questions the committee put forward relating to the budget modernization. Gwinner thanked committee members for the invitation to visit. There is a lot unknown about how the implementation will look within the colleges currently, but the discussion is welcomed. The strategic investment fund was discussed in order to gain clarification. We receive tuition revenue, which may cover our direct operating expenses, but there are additional costs through the service centers and so the strategic investment fund is used to make the colleges whole or help cover all those costs during the implementation year.

The shadow year is what we're in right now and starting in July we'll be in year one. However, for the first year rollout of the model we will build all units' operating budgets in an incremental fashion. This is the beginning of the phased implementation of the new budget model. Scenarios have been discussed, but no final plans are outlined yet. An executive retreat for the College of Business Administration will happen this summer and this information will be on the docket. The new model will provide an opportunity to encourage innovation and encourage growth. Growth and the specific kind was further fleshed out.

Much of the concern is not particularly with the model itself, but rather within the college and how it will be pushed out to the departments. It tends to be more of a trust issue. Some examples were provided about how communication could occur within colleges. Training being given to deans and department heads was recently highlighted in K-State Today. Unsure what the training will look like as of yet, but the

plan is to broadcast it via Zoom. There are several trainings setup right now, some for deans and department heads and one for faculty and staff, which is on April 24th, 10-11:30, Town Hall.

It was asked how the data being collected this year will be evaluated? There is some concern over a number counting process, so to speak, that may disadvantage liberal arts and humanities. This is not how the data is being used. How it will impact each college is to highlight areas where there could possibly be entrepreneurial ideas, but also subvention dollars may be required for those important areas. A question that continues to be asked is how will mission critical areas be identified? In part, it may be driven by industry and some scenarios were provided. Employer placement data can be used internally to see if an area is still producing value to the industry. It was asked if partnerships are being considered across colleges. Some of that is already being done, but it will likely continue to an even greater degree. We're all trying to get that mindset out there. Discussed a couple things in process, such as a new minors and certificates. Members and visitors also discussed the known decline in high school graduates in the next decade and the discussion has occurred about how to address this in future. Do we become smaller or do we find other ways to serve the state? Likely we'll find other opportunities to serve the state.

It was agreed the change is necessary and good for the University, but having that reminder will be necessary as time continues as we don't want to be "stealing" students from one another, but rather want to think more proactively about our future as a University.

It was acknowledged that enrollment decline is causing additional struggles. Being proactive and sending a continued message that education is a public good is important. It was highlighted that Extension work, specifically, is all public good. Philosophical conversation occurred regarding how we got to this place. It was commented that efficiency and innovation are different things. Use of a faculty members' time better in the long term needs consideration.

It was recommended that having visitors from other universities who have completed the transition to a hybrid model and are doing well with the new model would be educational and reassuring. The provost from Auburn is coming, but has a short window of time here. There continues to be concern about transparency within colleges.

Service centers will be invited to come next month. It was reported there will be four units are developing "service level agreements" in April: ITS, Facilities, DCM, and

HCS. The Library, Provost, and VP areas will be later after some restructuring is done this year. Some efficiencies will be found by doing this, but it will definitely lead to transparency and is a large undertaking.

Dean Goetsch will be coming to FSCOUP in May. Mandy Cole was suggested to be invited to May as well and perhaps Jeff Morris or Betsy Draper.

Below are a list of questions FSCOUP would like to see addressed in the future:

- a) How does the model appear to be working for your college in the shadow year and what concerns do you have moving forward into implementation?
- b) As a dean, how are you working with the department heads to discuss how funds will be allocated among the departments?
- c) Are you considering training for those in the college to be successful and entrepreneurial in this new model?
- d) Have you set up communications plans for the college to promote transparency in how the college budget is allocated?
- e) What action plans are you considering in the college to generate revenue, both short and long term?
- f) How will you balance needs of “profitable” areas and those that are not profitable but might be “mission critical”?
- g) How do you define “mission critical”?
- h) How are you planning to work with other deans in developing successful programs that benefit all areas of the university?
- i) What are your concerns with the new model in working with “service centers”?
- j) What are your plans for balancing generating credit hours/efficiency with investing in the costs of a positive university experience: determining optimal class sizes, etc.?

### 3. Ongoing Business

#### A. Multi-year City/University Fund proposals

There is concern over accidents that have happened recently. All of the campus perimeter crosswalks are scheduled for some type of improvement or maintenance in the next few years based on the approval of previous City/University fund recommendations.

#### B. University Handbook Section B95, CCOPs

This item was tabled for the next meeting.

### 4. Co-Chair for 2019-2020

The committee is in need of a co-chair for next year. Valerie will continue on the committee, but not as co-chair next year. If you're interested please let Laurel know.

5. Announcements / Other  
None.

6. The meeting adjourned at 5:13 pm.

Next meeting: Thursday, May 2, 2019; 3:45 pm; 3046 Business Building