

Minutes of the Faculty Senate Budget Committee

Leanne DeFoor, Presiding

August 28, 2017 at 9:00 AM

Ingram Library 2nd Floor Conference Room

Members Present: Leanne DeFoor, Henry Zot, Shelley Elman, Andrea Stanfield, Anne Gaquere, Tom Gainey, Blynn Olivieri, Matt George, Liz Baker, Micheal Crafton, Jim Sutherland.

Non-members present: Julia Farmer, Judy Butler

Absent: Laura Caramanica, Thomas Jennings, Young Suh, Scot Lingrell, Dave Fraboni

1. The Chairman called the meeting to order at 9:02 AM.
2. Approval of Prior Minutes
 - a. The April 28, 2017 Minutes were approved by e-mail vote last spring; no vote necessary.
3. Old Business
 - a. As this was the first meeting of the academic year, there was no old business to discuss.
4. Member Introductions – each member in attendance introduced himself/herself, the member's academic unit, and member's role on the committee (College Representative, Senate Representative, Administrator, Student Representative, or non-member/guest).
5. New Business
 - a. FY 18 Budget Recap – President Marrero reviewed the results of our FY18 budget request and the successes achieved and the challenges presented by the current budget.
 - i. First, while we had a record budget increase for this year, we should not expect this large an increase again
 - ii. Funding for 82 new FTEs (28 new faculty, 10 AA Administrative, 25 Student Support, D&I, Safety, and 19 Admin. Svcs.)
 - iii. We might have some funds left for buildings, major projects, or renovation and repair.
 - iv. Fall 2017 headcount was ~13,550 (the October census might be slightly different). 70 FTE (12 credit hours) increase. We are up 200 in dual enrollment (however, these are fewer FTEs because these students do not take full class loads).
 - v. Tuition Growth for FY18 was ~\$2.460 million. This money is used for salary equity, post-tenure review incentives, etc. Post-tenure review should be funded.
 - vi. Our credit hours produced per student has declined slightly over the years.
 - vii. We had 2,170 incoming freshmen (~200 less than prior years). UGA increasing its incoming class by 600 and GA State/Perimeter's open access satellite campuses may be partly responsible for the decrease. Also, the perception of safety concerns on our campus may have impacted this (Protect our Pack has been rolled out to help with this).
 - viii. Newnan Campus enrollment increased from 740 to ~1,000.
 - ix. Graduate Student enrollment growth is around 160-170.
 - x. Earned Revenue Booked – we barely hit our projection but should be there.

- xi. State Funding By Enrollment – booked enrollment went from 12,202 to 12,829 (Note: there is always a two-year lag for growth to hit the budget cycle.)
 - xii. \$1.2-1.5 million requested allocation (Tier 1 funds) for growth from 12,829 to 13,308. This year is the year to put funds toward direct instruction, particularly in programs that build growth and meeting our need to support our students.
 - xiii. Funding Pathway = General Assembly (1 check) -> BOR -> USG -> Institutions
 - xiv. USG Presentation at the August 8th Meeting – we are still below our state funding per FTE in 2000. This is our best argument for funding (although we have raised tuition in the interim).
 - xv. A 2% tuition increase would be the maximum tuition increase we could request.
 - xvi. We would have to take money from tuition increases for salary equity adjustments because we cannot use allocations.
 - xvii. Student Performance Indicators are improving. We set record 4-year and 5-year graduation rates. The 6-year rate will be record high next year as these go through. Our test scores are increasing slightly.
 - xviii. \$1.7 million in design funds are in the budget request, \$14.9 million in construction costs, and \$1.9 FF&E; requires \$5 million philanthropic commitment for the 60,000 square foot Richards College of Business building. We are on target. This capital project will trickle down and allow other departments to move into the existing Miller Hall and Adamson Hall spaces.
 - xix. New Health Center – we are working with the lawyers on this (Jan 2018-Jan 2019 time frame). This will free up the round building for UCC overflow.
 - xx. P3 Housing – 98% occupancy rate. 652 bed unit at the Track, then tear down Tyus Hall for parking. Take Gunn and Strozier offline for improvements.
 - xxi. Boyd-Pafford-Humanities (\$47 million) will be the next major request in 3 years.
 - xxii. Move baseball stadium to the Athletic Complex in the next 18 months (parking).
 - xxiii. Relocate Tennis Courts at Campus Center to provide a clear pathway for our visitors to campus to be able to access Campus Center Ballroom. Telling a visitor who is unfamiliar with our campus how to get to the CC Ballroom is almost impossible. Sunset Hills Country Club is working with us to provide tennis facilities in the interim. Long-term plan is move to Athletic Complex.
 - xxiv. Campus Master Plan (every 10 years). Interviews over next 2 months. We will use the same principals as last time but through a new firm they have formed).
 - xxv. Currently, we are holding \$200-300k for equity and are modeling an increase to 89% of CUPA median; also modeling staying at 88% but with the upcoming market increases from the updated CUPA study; also considering staff increases.
- b. FY 19 Budget Request – President Marrero previewed the FY19 budget request process and discussed how the FY19 budget might compare to the FY18 budget.
- i. Process is beginning for FY19 requests.
 - ii. Tiers 1, 2, and 3 again will be combined into one request list.
 - iii. Separate list of subsidy requests related to eTuition differential. The first year's \$500k can be cut without tremendous pain but the 2nd and 3rd year cuts will be painful. We will be doing a review to determine how to prioritize those cuts.
 - iv. USG's Comprehensive Administrative Review – President Marrero is leading this effort. Should be done in April. Maybe we can identify some increased efficiencies that will allow us to make cuts with less pain.
 - v. \$159 million to \$204 million (four year increase, 18% enrollment growth).
 - vi. CUPA study is being repeated this year (see notes on this, below).

- c. eTuition Differential – Undergraduate eTuition differentials are being heavily scrutinized. They are not yet looking at graduate eTuition but may come later.
 - i. We used these funds initially to develop robust online delivery of courses.
 - ii. The price point we are charging has not deterred enrollment in online courses.
 - iii. eTuition funds are now integral to our budget (during the 2008-2010 freeze years, these funds were used to shore up budgets and meet basic needs).
 - iv. ~60 lines at UWG are funded by eTuition. We will be looking at the number of people who are part of this budget and will endeavor to protect those people.
 - v. The \$86.40 current rate generates \$4.5 million recurring.
 - vi. Institutions (particularly KSU and UWG who comprise 50% of the eTuition differential) are modeling how life without eTuition would look. Proposing a 3-4 year phased approach.
 - 1) If growth allocation is \$1.5 million, then we would send a list of people (~\$1 million) on eTuition and ask for a subsidy. We then reduce eTuition by \$1.5 million for 5 years, of which \$1 million is subsidized and \$500k is through reduction in costs.
 - 2) Hopefully, we will see enrollment increases alongside this.
 - 3) Within 3-4 years from now, eTuition differential needs to be zero.
 - 4) We will need moderate tuition increases of 2-3% per year.
 - vii. UWG is 10th in the USG in tuition and fees. The 4 R1 institutions, 3 other comprehensive institutions, and 2 of the state universities are all more expensive than UWG.

- d. Course Fees – Liz Baker provided a short overview of the USG's efforts to limit course fee increases and our current status with respect to our course fees.
 - i. BOR is mandating that institutions verify and approve every course fee every year.
 - ii. Certain language raises flags and should be avoided. Descriptive names for fees while understanding that if they don't like one part, the entire fee will be axed.
 - iii. Academic Affairs Administrative Fee Review Committee – mid-September, letters will go out.
 - iv. Adding new fees is going to be pretty much impossible.

- e. Upcoming CUPA Study – 2017-18 is a CUPA study update year, so we will be determining market increases since our last study a couple of years ago.
 - i. As a policy matter, we need to decide our end goal with respect to CUPA-based equity adjustments:
 - 1) Option 1: every faculty member at UWG gets to 100% of the CUPA median. This was our original goal when we first began this process.
 - a. NOTE: If this is the case, a brand new full professor would be compensated the same as a 30-year full professor. Is this what we want?
 - 2) Option 2: We set a reasonable percentage of CUPA median for everyone and then use additional funds to focus our efforts at remedying compression and even inversion within ranks.
 - a. NOTE: Other institutions don't do 100% of CUPA median. Typically, faculty are paid at 92-93% of CUPA median.
 - 3) *There will never be enough money to do both!*
 - ii. Currently, we are running the numbers on where we are now as a whole (accounting for the fact that some of our faculty are already above 100% of the CUPA median).

- iii. At 88% of CUPA median, compression is killing the people who are not getting CUPA equity adjustments.
- f. Measures to Address Compression –
- i. One option is to look at years in rank on satisfactory post-tenure review and tier it (i.e., several tiers within the full professor rank) since associate professors can promote to full professor.
 - ii. Whatever we adopt has to be tied to continued contribution to UWG. We can work on what that means (defining current “stellar” language in Faculty Handbook, etc.).
 - iii. Possibly 6-7 different studies relating to this.
 - iv. Study what other institutions have done to address compression.
6. Next meeting will be mid-late September – likely to be held September 18th at 9 AM, as that date seemed to work best for most committee members on the current Doodle poll.
7. The meeting was adjourned at 10:04 AM.