

Joint Meeting: SPS/FPS Minutes
March 08, 2012
12:15 – 1:15 pm New Building Conference Center

Present: Jane Bowers, James Llana (*SPS Chair*) , Karen Kaplowitz, Francis Sheehan, Thomas Kucharski, Ned Benton, Ricardo Anzaldua, Ben Rohdin, Inez Brown (*Recorder*), Mark Haberfeld, Gina Galligan (*Guest*), Richard Saulnier (*Guest*),

Absent: Robert Pignatello (*FPS Chair*), Staci Strobl, Harold Sullivan, Carina Quintian, Anna Singh, Virginia Moreno, Pat Ketterer

1. Approval of Minutes for February 27, 2012. Minutes were approved without discussion.

2. Discussion: Update from Strategic Positioning.

Jane distributed Strategic Positioning Group (SPG) schedule of prospective student touches.

- Hobsons system is being utilized for this effort.
- Activities are designed to increase the college's yield; Jane described them and distributed a "Student Affairs Touch Programs Summary" dated March 5, 2012.
- There was a suggestion that we have another "touch" for the prospective students who have been admitted but have not made a decision. Jane responded that the SPG group will be evaluating all of the activities (there are many more now) to determine the best use of resources, determining what works best, fine-tuning, etc...

3. Planning Recommendations (Jim)

The data is not perfect, some of it is old, but we should use it for planning. (*See handout*)

We all need to talk about what is important. At the end of the semester the goal is to have a short list of priorities, enabling us to concentrate dollars and time on them. In the end we need recommendations on what the institution should do and recommendations on fundraising.

Some of the ideas discussed were as follows:

- Ned - Create a baseline budget that continues what we need, then have a reserve of non-committed funds that reflects the needs of the Master Plan. We should not do planning and then wait for Rob to show up with the budget. The biggest investment (being built in now and funded for next year) was for the Strategic Positioning project.
- Gina - The enrollment (ENR) number is key because it impacts all the other numbers; we have to manage our expectations regarding enrollment.
- Ned - The idea of separating a base budget from fundamental planning is key to begin with.
- Tom - The alternative is to plan all over, but we need to know what the base is, and have several predictions for ENR. (Operational expenses; strategically plan on the lowest ENR#s.) – Then have prioritization of MP priorities.
- Ben - We should establish a conservative revenue estimate and identify what is meant by "conservative." Everyone needs to participate in the plan as opposed to being given a plan and then asked to review it.
- Karen - In Faculty Senate discussions there is a real sense that the faculty is not compensated for all the extra work beyond course load. I.e. Assessment, Middle States; faculty working on

Pathways ARE being paid cash. This paid work is not happening at the college and I would like to see this added to the college's "pot." This could be in the form of cash or reassigned time. Jane responded by citing examples of faculty compensation:

- Every major coordinator (this period of time only) gets two classes of release time;
- Each MS faculty co-chair gets reassigned time;
- Reassigned time was offered in the advising pilot.

The university is investing large sums of money in Pathways and colleges may apply to Pathways for this type of funding. Jim asked whether the Senate had considered any data about teaching loads and committee responsibilities before framing a request for more money, and the answer was no. He suggested requests to the subcommittees be informed by data.

- A request was made of Ric to provide the number of FT faculty who taught their full load for the 2011-2012 AY. The mean teaching hours of veteran faculty is available by dept. Jim stressed the importance that the data be accompanied by text to help everyone understand it.
- Ned - Budget objectives and plans, how do we get to those plans from the goals? If we allow the goals to determine what we spend our money on, are we perhaps not meeting our primary mission of "teaching students?" There is a fundamental issue here; the goals do not mechanically lead us to the other things that are important. One idea is to create a table of Categories & Investment Priorities, then determine the implications and identify fiscal impacts. A technical process is needed.
- Maki expressed her concerns about not having enough junior faculty to spread the additional work to do (i.e. Assessment). She doesn't feel that there was always the issue of feeling overwhelmed and it is not about the money; it is about the logistics of assigning the extra work.
- What steps do we need to get the process started? Evaluate the 3-yr projection/plan understanding that priorities may change. Take a look at what we are spending today and create base allocations. What is the University really giving us? What are we relying on with additional ENR?
- There was a brief discussion of new hires and initiatives. Jane noted that we have spent a lot of money on new hires just trying to catch up.
- Ben - The group should spend time expanding the descriptive pieces of our revenue; we must look at the revenue streams – cost centers, etc... Raising money is part of the planning exercise.
- Tom - We must begin to redirect and recreate the culture of collaborative spending.
- Jane - In the past there was a college wide discussion, hosted by President Travis, to solicit ideas on how to raise money. There was concern expressed that whatever the results were of this discussion, they were not taken back to the departments.
- We should be able to associate cost and expenses. Perhaps take a programmatic look at our expenses. A request was made to see a breakdown of personnel budget by department/program. Review expenditures by department and develop a different technique for analysis. *Valuing various categories of FTEs will capture the subtleties in the different programs.
- Ned volunteered himself and Tom to develop a departmental financial analysis.
- Gina – Budget department can project mid-year plan but not the new initiatives (SP).

Next Meeting March 19th: Propose discussion of baseline budget.