

**SPS/FPS Joint Meeting**  
**Proposed Meeting Minutes**  
**March 5, 2013**

Present: Tom Kucharski, Ned Benton, Karen Kaplowitz, Jane Bowers, Rob Pignatello, Jim Llana, Ric Anzaldua, Pat Ketterer, Janice Dunham, Kim Chandler, Zeeshan Ali, and guests Ynes Leon and MaryAnn DiMaggio

Jim announced that due to his office being swamped with Middle States work that the minutes are not yet ready. He hopes everything will be back to normal after this week.

Ms. DiMaggio, our new Business Manager, and Mr. Ali were introduced. Mr. Ali is the new student representative on the Subcommittee.

Budget Update and Discussion. Jim opened the meeting by saying that it was important for the Subcommittee to find a clear role and direction in this difficult budget year. We would certainly be making recommendations about curtailing expenditures, but we would also be likely looking for ways to enhance revenues. It was important too that we try to preserve some “stay-the-course” initiatives, however modest, so that we make progress toward our goals.

Rob reviewed the progress made since the last meeting in terms of controlling expenses for this fiscal year. The target is to save about \$1.2 million, with about \$500 thousand coming from delayed hiring and the rest from OTPS. There are about 60 vacancies over which we can potentially exert some control. Rob has asked the VPs to recommend opportunities for slowing down the hiring or even postponing some hires indefinitely. Two VPs have not yet responded. Hiring restraints will have to continue next year, especially given our very ambitious enrollment targets. Next year we’ll face a deficit of more than \$2 million even if we make the enrollment targets. In his area Rob sees savings, for example, by delaying branding work, by not replacing some Peace officers, and by not buying service contracts for new science equipment.

The compact will be important for FY2014, but new faculty hiring will account for much of it. Rob does not think we can hire more new faculty than what is recommended in the Compact guidelines. We thought we could do more, but that does not seem likely.

In response to Ned’s question about the amount of the savings for this year so far, Pat replied that we didn’t know yet. We do not have to wait for that information, however, before making recommendations. The subcommittee can see the vacancy list and begin to frame recommendations at the same time that some VPs are looking at the same list and deciding on possible savings. Rob said he would right away send the Subcommittee the list of vacancies (an earlier list was provided to the subcommittee) and of other items that he mentioned. We noted that there is a tension between next year’s initiatives and this year’s unmet needs.

Ned recalled that last year we invested in programs to increase enrollment but the students didn’t materialize. Jane responded that we met our enrollment target, but the anticipated FTEs (=revenue) didn’t follow. The SPG effort resulted in more students with better academic profiles. Tom asked to see the current recruitment plan: whom we will target, when, and by what means.

Karen raised a concern about the academic preparation of the students we’re admitting. She argued that we don’t honor the standards approved by the College Council. Admitting

unprepared students is expensive. She asked to see a distribution of admitted students by CAA band.

Rob believes we can influence outcomes that lead to new revenue. He mentioned the recruitment of veterans, transfer students, graduate students (especially out-of-state); better summer/winter and ACE programming; and improved conversion of Justice Academy students. Jane responded that we have a plan for out-of-state recruitment and we're working on the Justice Academy.

Karen proposed a motion, which found a second: "That the President assign the VP for Enrollment Management to poll students on their preferences for courses in summer and winter and that the survey should go out by March 18, 2013." It passed after some discussion 7-0-0.

Ned commented that we have no plan for graduate recruitment and that we should do some advertising. Tom said we have an emergency in marketing. Jane responded that we now have a plan to create recruitment materials for graduate students, and that VP Saulnier has a list of feeder schools to align with our recruitment effort. She suggested that Saulnier provide the recruitment plan to the Subcommittee. Tom added that we have a short-term and a long-term problem. Jane said she gave Graduate Studies the assignment of finding people to support the graduate programs; we have nothing going on now.

After some discussion of what Marketing and Development could do along with Enrollment Management, Jim suggested that the VP for M & D should come to the next Subcommittee meeting to discuss the capacity and vision of her Division, so that our expectations are better informed.

Karen again proposed a motion for a recommendation. After a friendly amendment to broaden it the motion was discussed: "That the President direct Marketing and Development and Enrollment Management to invest in appropriate marketing activities to enhance enrollment and revenue for FY2014 and to report back to the Subcommittee." The motion carried 7-0-0.

Space Planning. Rob opened the discussion by reviewing the activities of the Space Planning office to communicate plans and to consult with affected units on the temporary move to North Hall. Documents were distributed, block assignments were made. We are now waiting to receive specific room assignments with a March 15 deadline. There has been lots of consultation and extensive publicity in the Finance and Administration newsletter.

Those offices that are moving will begin to do so in June and be out of their permanent space for about a year. We will have a move consultant and hire professional movers. The Registrar has vetted classroom swaps. We are now looking for a North Hall conference room.

Ned urged that we have to plan space according to the needs of departments, and he added that nobody consults departments that are already in North Hall and that have new space needs. Kim responded at length, saying that her priority now is finding space for those who have to move in June. She is well aware that departments in North Hall have concerns, but she will reach out to them after she addresses the more pressing concerns of those who will be vacating their offices in June. She is the space coordinator for Academic Affairs, and there is just so much she can handle at once. Ned observed that we always seem to be behind the work curve; it's the role of the Subcommittee to get space planning ahead of the work curve. Kim responded that the Committee could help by suggesting ways to make the back-and-forth process of space

allocation more formal. Jane said that sometimes individuals get in the way of an orderly process. They refuse to move at a particular time or in some other way they slow down the process, which means changing the process. Ynes joined the discussion by pointing out how difficult it is to get faculty to sign off on space plans due often to change requests. Right now if we don't get approvals and specific assignments by March 15, we won't be able to move in June.

Rob argues that we are a strategic planning committee and should not be concerned with the day-to-day business of executing a space transition plan. We should concern ourselves with the larger process of getting a consultant for space planning, and we were successfully on that path during the fall semester. Ned replied that we have responsibility for space planning.

Tom pointed to the problem that we will have no writing intensive courses offered in the fall, and they are badly needed. This is essentially a space problem, and the question came up of whether or not there are "surplus" classrooms in North Hall. Jane explained that we can't offer writing intensive courses in the fall but that we haven't stopped offering them; we have just shifted them in time. The competition between first-year seminars and writing intensive courses means that they have to be distributed differently across the academic year. Ynes assured everyone that there are no surplus classrooms. They are all being scheduled.

Meeting was adjourned about 3:20 pm. The next meeting is March 20, 2013.