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2004-10-28 Minutes of the Executive Committee of the Academic Senate

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APPROVED

UNIVERSITY OF DAYTON
DAYTON, OHIO

MINUTES OF THE EXECUTIVE COMMITTEE OF THE ACADEMIC SENATE

October 28, 2004 – 9:00 – 10:15 a.m. in St. Mary's 113B

PRESIDING: John Rapp

SENATORS PRESENT: Biers, Dandaneau, Eloe, Gauder, Gerla, Pestello, Rapp, Yungblut

1. Opening Prayer: The meeting began with a moment of silence.
2. Roll Call:
3. Approval of ECAS Minutes for October 21, 2004: The October 21, 2004 minutes were approved as amended.
4. Announcements:
 - a. J. Rapp stated that the November 4, 2004 meeting is cancelled.
5. Old Business:
 - o Standing Committee Reports:
 - Academic Policies Committee (APC)*: No report but D. Biers stated that more faculty and fewer deans are needed on this committee.
 - Faculty Affairs Committee (FAC)*: No report but L. Yungblut commented that this committee needs more decanal representation.
 - Student Academic Policies Committee (SAPC)*: N. Buchino was not present.
 - Calendar Committee*: No report.
 - o Strategy for October 29 Senate meeting – F. Pestello stated that a comprehensive space analysis is being done and Rick Perales has brought in the consultant to do this. Deb Bickford is determining what we have and what we need in lieu of classroom/leasing space. She is working with Rick on the overall space plan. Joe Untener is working on the shortage for Fall 2005 due to Miriam Hall renovation for next fall.

The PowerPoint presentation of the October 19, 2004 ELC meeting was distributed to the ECAS. F. Pestello stated that we are in very good financial shape. Our Standard & Poors rating is among the highest in the Institution of Higher Education. The interest we are paying on our highest bonds is in the 1% range, and last year we had an 18% return on our investments. UD is tuition driven and we are positioning ourselves for the drop in the 18-year old population in 2008-2009 in Ohio and our ten state region. Our Enrollment Management is considered to be one of the best in the country. We are looking at markets in Dallas, Houston, Denver, Omaha and other cities where we are developing relationships. We need

to differentiate ourselves and create an image that supports academic excellence.

There are two ways to do budgeting in higher education and we do it the way most schools do. One way is known as Resource Allocation Centers, which some schools operate and the basis is that each school is entirely independent—our Law School is operated this way and operates on its own budget and separate from the E&G. They pay a tax to support some of the central overhead. Our other four schools operate on incremental budgeting so each is part of the common pool. Each school gets what money they received last year plus a little incremental adjustment. We have talked about going to the MMB model but it is on hold at this time.

Based on the past, if we increase tuition 6% annually and meet our enrollment goals, we will get roughly \$5 million in new money. We assume that a raise will be given in the 2.5 or 3% range and this uses over \$2 million. Slide 21 was referred to which shows where the remaining dollars go. The largest amount goes to health and retiree medical costs. Tom Burkhardt is looking at utilities and saving money in this area.

Increasing tuition is one way of raising funds. There is room for growth in graduate advancement. If the deans raise money, that money is used for their unit. Sponsored research—the departments keep 100% of the salary savings plus they get 50% of the indirect cost returns back. Grants and external programs allow the units to keep this money.

The bulk of our money comes from being tuition driven. Some schools in the 1990's funded their operations heavily by endowments and had to make cuts because of the decline in the stock market and these schools are in crisis. UD is more fortunate than the state schools. The state schools in Ohio have been getting 6-10% cuts annually for the last three years and are looking at 10-15% cuts over the next couple years. Even though UD's tuition is higher, students can graduate in four years. Because of the funding cuts in the state schools and the students they manage, the courses are not offered and it often takes five years to get through state schools. The difference in cost is four years of UD tuition versus five years of tuition at some state schools plus a year of lost income. The distinctiveness of our education is very important in a competitive market. We need to make sure that people see the value for the dollar.

F. Pestello said that UD is transparent in how we do budget but individual salary information is not shared. Anyone can get the entire budget from Tom Burkhardt's office. The ELC talks about the big issues and what we are facing; how much risk do we want to take in increasing tuition; what are some ways to decrease costs; and are we redistributing resources in units to support excellence and investing where we should invest. To the extent to which we have implemented MMB, the surplus money goes to the president (\$1.5 million) and the rest to the provost. A number of things are funded with this money—endowed chairs, the deans on sabbatical,

administrators that go back to the faculty, lawsuits and so forth, and any money left over goes back to the units based on credit hours generated.

A comment was made that the transparency does not reach down to the academic units at the lower level. It was stated that every faculty member has a representative at the ELC. The budget that is presented to the Board of Trustees is the same thing that will be presented to the faculty in the November meeting. J. Rapp stated that Tom Burkhardt ensured him that the budget information will be sent to the faculty before the meeting. Any information that does not say “not for distribution” can be shared. F. Pestello said that the members of the group need to be considered the leaders in the distribution of information to those that you represent.

F. Pestello stated that \$400,000 from close-out was held back and required the deans to match \$400,000 and this \$800,000 will fund programs. There needs to be brief proposals of how it fits academic excellence (these come up through the deans), what it is going to do, how it will be measured and what assessment he will get. The Senate received \$100,000 on top of this money.

F. Pestello said based on the Vision of Excellence and 12 goals, which may end up being more or less, the next step needs to be agreeing on the Vision, which will hopefully occur in January. Then we need to spend 6 months a year to determine what the goals mean, what programs we need to fund and that is where funding should be directed. That is the basis for the next capital campaign which will probably be at least \$250,000.

It was commented that future money needs to go into Enrollment Management and academics. UD needs to take steps to promote the fact that we are a private, Catholic, high quality university. We also need to address our weaknesses in strengthening academic programs and ensure students are more serious.

6. New Business:

October 29 Senate meeting – J. Rapp stated he will summarize what F. Pestello said in today’s meeting and bring up the concerns about faculty engagement. F. Pestello said to distribute the ELC report at the Senate meeting. The proposals for walking short and the faculty maternity leave will be voted on at the Senate meeting. It was mentioned that all the deans, except Lisa Kloppenberg, and representatives of the Provost are on the APC—it is almost 50% administrative and 50% faculty. F. Pestello said this should be changed. It was stated that there are no deans on the FAC. Any questions regarding the budget should be sent to Tom Burkhardt so he can address them at the November budget meeting.

Meeting adjourned at 10:20 a.m.

Respectfully submitted: Judy Wilson