

**Institutional Priorities and Resources
Meeting Minutes and Report to Faculty Senate
September 14, 2020**

Meeting date and time: September 14, 2020 4:00 p.m., MS Teams:

In attendance: Randy Lowe, Seniz Celimli-Aksoy, Franklin Hughes, Erica Kennedy, David Atenasio, Brent Weber, Benjamin Norris, Bill Wetherholt, Leon Wyden, Sherri Sheetz, Denise Murphy, Sara-Beth Bittinger, Mary Clapsaddle, Rebekah Taylor

I. Call to Order - 4:02pm

II. Committee Housekeeping Items

◆ Introductions

- Our official 2020-2021 voting membership and officers are:
 - Randy Lowe – Chair (LIB)
 - Brent Weber – Vice Chair (CLAS, Music)
 - Bill Wetherholt – Secretary (CLAS, Geography)
 - Assyad Al-Wreikat (COB, Accounting)
 - David Atenasio (NTT, Philosophy)
 - Seniz Celimli-Aksoy (COE, Educational Professions)
 - Franklin Hughes (CLAS, Biology)
 - Ben Norris – Chair of Faculty (CLAS, Chemistry)
 - Erica Kennedy – Chair, Faculty Workload and Compensation Subcommittee
- Non-voting membership is:
 - VP for Administration & Finance or designee
 - Leon Wyden
 - Denise Murphy
 - Sherri Sheetz
 - Provost or designee
 - Michael Mathias
 - Sara-Beth Bittinger

◆ IPR Charter & Functions were briefly reviewed.

◆ Conducting Business – Procedures for being recognized to speak, motions, and voting were established.

◆ IPR Representation on various university committees was established:

- Assessment and Institutional Effectiveness Council (AIEC) – Still to be determined. Randy will reach out to Assyad to inquire if he is willing to continue in this role for 2020-2021.
- Catalog Implementation Team - Brent
- Proposal Advisory Group – Randy
- Faculty Workload & Compensation – Randy

III. University Budget Update/Q&A/Discussion

◆ Vice President for Administration & Finance Leon Wyden provided a status update on the FY 2021 budget and early projections for FY 2022.

◆ FY2021:

- Checkbook revenue estimate \$89.3 million
- Planned expenditures resulted in a n \$8.3 million shortfall
 - Some support from USM received to help address shortfall – Fund balance forgiveness, academic revenue bond relief, facility renewal relief

- System relief plus base operating budget cuts and planned positions savings reduced shortfall to \$1.4 million, which is being addressed by temporary salary reductions/furloughs.
 - First FY2021 Revenue projection for September has a \$1 million shortfall over the working budget estimates because of reduced residence hall numbers and commuter student meal plans
 - Holding 3% of operating budget to try and mitigate depending on future projections
 - Fall enrollments over the last five years
 - Undergraduates: 4884 in Fall 2016 → 4119 in Fall 2020
 - Graduates: 792 in Fall 2016 → 739 in Fall 2020
- ◆ FY 2022 Budget Request Instructions:
 - \$5.7 million in reinstatements planned for FY2022; this currently is our planned budget shortfall for FY 2022
 - Fund balance reinstatement \$1M – USM
 - ARB Debt Service reinstatement \$2.2M – USM
 - Facility renewal reinstatement \$1.1M – USM
 - Adjust for FY 2021 one-time solutions \$1.4M (Furlough/temporary salary reductions)
 - Additional possible reductions:
 - MD DBM FY 2022 additional target reduction scenario
 - Higher Education Investment Fund (HEIF)
 - COVID-19 Funding Received:
 - FY2020 - \$1,962,520 CARES (first distribution) for students – has almost been completely distributed
 - FY2020 - \$1,962,520 CARES (second distribution) for institution – Auxiliary refund relief from COVID (Spring 2020)
 - FY2020 - \$889,656 Federal CARES funds (State)
 - Used to procure PPE and technology
 - FY2021 - \$520,000 CARES for students from UMGC
 - UMGC made its CARES funds available to other USM institutions since they have no in-person students; this is Frostburg’s share
 - FY2021 - \$192,461 CARES Strengthening Institutions
 - Supports contract with Quality Inn to house students requiring isolation due to COVID exposure/positive tests
 - FY2021 - \$1,219,389 Federal CARES funds (distributed by the state)
 - Supports COVID testing on campus
- ◆ Furloughs and Salary Reductions: Currently in negotiations with bargaining units regarding salary reductions and furloughs. The university’s plan has been reviewed the Attorney General’s Office. It is planned to share more information with the campus community by the end of this week. There is a desire to implement the plan as soon as possible so that salary reductions can be spread out over as much of the year as possible. A quarter of the fiscal year has nearly elapsed already.
- ◆ Examples of Cost Containment Across Campus Divisions:
 - Academic Affairs
 - Restructured CIE/Honors Administrative Assistant
 - Held positions – Provost/Graduate Offices
 - Administration and Finance
 - Facilities – Restructured
 - Temporary redeployment of staff
 - Renegotiation and elimination of IT contracts
 - Student Affairs
 - Restructured Administrative Assistant positions

- President's Division
 - Dissolved Enrollment Management
 - The university has reached out to many contractors to negotiate reductions to the costs of contracts; some success has been realized in this effort.
 - In reality, everyone is pitching in. IPR encourages distribution and explanations that articulate these efforts as a means of keeping the campus community informed.
- ◆ Questions/Comments for Vice President Wyden:
- Concern of FTNTT and Adjunct contract timing this year: The timing was tied to COVID-19 directly. All contracts were reviewed and approved by the Provost. Wanted to be sure that we wouldn't be contractually obligated to financially support an abbreviated semester in some areas. In cases like student contracts, they are currently on month-to-month contracts to still avoid this scenario. We have been trying to be as financially prudent as possible.
 - IPR urges administration to be as transparent as possible as the furlough/salary reduction conversation unfolds, including calculation of reductions for all employees/employment categories.
 - Are there any new initiatives in revenues and enrollment, work with other institutions, etc.? Dr. Alan Walker in the Office of the President has been tasked to help us with external relationships (e.g. HUTB in China) and bringing more students here in the coming years. He is also working with degree completion programs and certification programs with regional partners and community colleges to provide pathways to degrees. We need to find a way to generate revenue outside central campus, which will help address some budgetary concerns.
 - FY2021 Budget books for IPR members? These should be distributed in the next week. IPR members are fine with pdf versions, which expedites the process and saves a few dollars.

IV. Program Proposals

Vote Required:

- ◆ Suspension of Program: Ethnobotany Major, Rebekah Taylor
 - Faculty member that championed the program is no longer at FSU and the Biology Department voted to discontinue the program.
 - Why did enrollment decline? At its peak, there were 3-5 such programs in the country. Job market is not terribly robust, and a horticulturalist, biologist, or other traditional discipline was just as competitive for the positions available. There was always support from FSU and Biology was not nudged in any way to make the decision.
 - How many students remaining in the program? Two and their trajectories are successfully charted to graduation.
 - Motion to suspend (Frank), Second (Brent), **passes unanimously**

V. Old Business

Reports

- ◆ Report from AIEC (Assessment and Institutional Effectiveness Council): Ben Norris
 - Met the last day of August – organizing for the coming year; identifying exemplar departments in their assessments. Ben is AIEC secretary, and will send IPR the future minutes ahead of meetings
- ◆ Report on Low Enrolled Program Process: Randy Lowe
 - Process and forms located on Canvas at <https://frostburg.instructure.com/courses/12235>
 - The Canvas course provides documentation should the Provost initiate the process for any program that falls under the MHEC definition for low-degree productivity. All faculty are

enrolled in the course so that the documentation is transparently available to all. Posted forms will only be used by a program(s) if the process is formally initiated by the Provost.

- ◆ Report from Adjunct Pay Working Group: Brent Weber/Erica Kennedy
 - Looked at ways to improve adjunct pay and conditions. A brief report of subcommittee findings is being drafted with an objective to review and discuss it at the next IPR meeting.
- ◆ Report from the Faculty Workload and Compensation Subcommittee: Erica Kennedy
 - Talked about balancing all the new technology people are having to learn and the workload that is associated with this – faculty feel like they are doing more work to deliver a course as a result. If any IPR members have any ideas on improving workload, work/life balance, or concerns, please reach out to Erica. Trying to identify problems and potential revisions to the workload policy.
 - **Vote Required: Changes/additions to the Faculty Scheduled Workload Compensation Policy pertaining to course overload calculation.** The Subcommittee proposes the following language be inserted into Section II.D. (Instruction – Enrollment, Compensation, and Banking) of the policy to codify overload course calculation:

3. Overload Course Calculation

a) When a faculty member requests to teach an overload, it is the dean's discretion as to which course will be considered the overload course.

b) When the faculty member has been asked by their department chair to add an overload course to their planned teaching schedule, the course being added to their teaching load will be considered the overload course. In this situation, the department chair needs to inform the dean's office that this is the case, and which course is the overload course.

Motion to accept the changes (Frank), second (Brent), **passes with 7 ayes and 1 abstention.**

VI. New Business

Fiscal Challenges Facing our Institution

Ben Norris, as described his recent Faculty Chair's report, is introducing to the Faculty Senate the topic of involving faculty in discussing how we meet the fiscal challenges facing our institution and their impact on academics; this discussion commenced at the September 2 Senate Meeting. IPR will have an important operational role in this that will inform our committee workplan beginning this year.

Difficult conversation to have, but necessary. We are still recovering from the fallout in March. Hoping we can take short-term lessons learned and apply them long-term. Enrollment trends – did we do anything to respond to the predictable trend of declining high school graduates? Are there things that we are doing that could be more efficient? From the faculty morale survey, we are spending more time teaching our courses – why? Are there ways to reclaim some of our time? In the immediacy, yes, we are spending more time, but faculty morale survey data suggests these increasing time commitments have been occurring over the last three years. What is it we have control of on our end to reduce the costs associated with delivering academic programs? At the same time, we can't just hack and slash until there isn't anything left. Further, we can't support fiscally undermining the mission of the university, or aspects of Frostburg's institutional identity that makes students want to come here. We need to protect the academic program as much as possible, but that conversation has to include addressing budgetary concerns, and we need faculty input.

As a part of that discussion, it would be prudent to classify those issues into manageable groupings to make sense of a universe of things, and then uncover what facets can be addressed with actionable input through suggestions to the provost. As such, IPR is discussing administering a survey to the faculty as a first step obtain feedback on both revenue and cost suggestions as they pertain to academics. Randy will send out some initial ideas to IPR members for questions and an approach based on the September 2, 2020 Faculty Senate discussion and other forums; formal development of a survey will be on the October IPR meeting agenda. Randy will also reach out to the Provost to discuss this topic and expected deliverables.

The upcoming Faculty Assembly may include some discussion of this topic, but the university's COVID-19 response will be the primary agenda item. It is important to avoid sounding board sessions and instead, come away with productive, actionable material that incorporates faculty needs and concerns.

VII. Future Business

- ◆ Three Year Review Process for New Programs
 - List of those programs and posted program coordinator questions posted to [U:\IPR Committee\Three Year New Program Reviews\](#).
 - Review questions will be distributed to program coordinators later this fall. In addition to faculty responses to these questions, administration and Finance will provide a budget update for each program that will be compared to the budget submitted with the program's original MHEC program proposal.
 - Will have MHEC data from Admin and Finance to incorporate into the review process

VIII. Adjournment - The meeting adjourned at 6:05pm.