



FACULTY SENATE

DRAFT Minutes  
November 28, 2016

The meeting was called to order at 4:02 p.m.

**Senators in Attendance:** 69

**Absent:** Senators Liptak (Chemistry), Hutchins (Communication Sciences), Pinder (Engineering, Civil & Environmental), (Engineering, Mechanical), (Family Medicine), Mieder (German & Russian), Ruiz (M. Physiology & Biophysics), (MMG), Feldman (Political Science)

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**1. Approval of the Minutes (VOTE)**

**Motion:** To approve the minutes of October 24, 2016

**Vote:** 95% approve, 0% oppose, 5% abstain

- 2. Faculty Senate President's Remarks** – Cathy Paris thanked Keith Williams for his 15 years of service as Registrar to the University of Vermont. There will be an opportunity to wish Keith well at a reception for the University community on Monday, December 5<sup>th</sup> from 2:30 – 4:00 in Waterman Memorial Lounge.

President Paris stated that the eventful and turbulent events of the past month provide an opportunity to reaffirm our commitment to the values expressed in Our Common Ground. Now as much as ever, we need respect, integrity, openness, justice and responsibility. She urged people to focus on what brings us together, and not on what divides us.

- 3. UVM President's Remarks** – Thomas Sullivan acknowledged that this is a busy time of year and thanked the faculty for the hard work required at the end of the semester. President Sullivan shared a few recent events that are important to our University. The Mosaic Center for Students of Color was dedicated in November, and is both a new name and location for the former ALANA Student Center. The MCSC is located in the Living/Learning Center. Also in November, a new Interfaith Center opened in the former Presbyterian Church on Redstone campus. This space provides an opportunity for all people to engage in dialogue

and learn and share with each other. UVM also welcomes Rev. Laura Engelken, as Interfaith Coordinator. Rev. Engleken is a UVM alumni and an ordained minister.

President Sullivan provided an update on the Comprehensive Campaign. We are now at 75% of the goal, and have raised \$388 million of the \$500 million goal. The target date for closing the campaign is the summer of 2019. The breakdown of funds raised toward the four goals includes:

- Student Scholarship & Student Support – we have raised over \$55 million;
- Faculty Endowments, Professorships, & Chairs – we have raised \$44 million;
- New Facilities – we have raised over \$50 million;
- Academic Programs, Ongoing & New – we have raised nearly \$240 million.

4. **Educational Stewardship Committee** – ESC Co-Chairs, Brian Reed and Rosemary Dale presented a background of the ESC, and invited a dialogue with Senators. The ESC was established one year ago, and is a free-standing joint committee of the Provost's Office and the Faculty Senate. The prime responsibility of the ESC is to be alert to the academic quality on campus and any potential infringing of the IBB budget model on academic quality, and to recommend innovations that might come to their attention related to academic excellence. The ESC website (<https://www.uvm.edu/provost/?Page=esc.html>) includes information about the charge, the membership, and the functions of the committee. The ESC works with the Registrar's Office, and the Office of Institutional Research to monitor data for trends, such as course section size, and number and size of laboratory sections. The Educational Stewardship Committee flowchart (below) highlights the movement of data and concerns fielded by the ESC. The ESC is empowered to make recommendations to the Faculty Senate and to the Provost. Recommendations made by the ESC are posted on their website. Any actions taken as a result of a recommendation from the ESC would be under the authority of the Senate or the Provost.

The Chairs opened the floor for questions.

Q: What type of data are you looking at?

A: There are 10 categories of data listed on the ESC website now.

Q: Is the Senate represented on the committee?

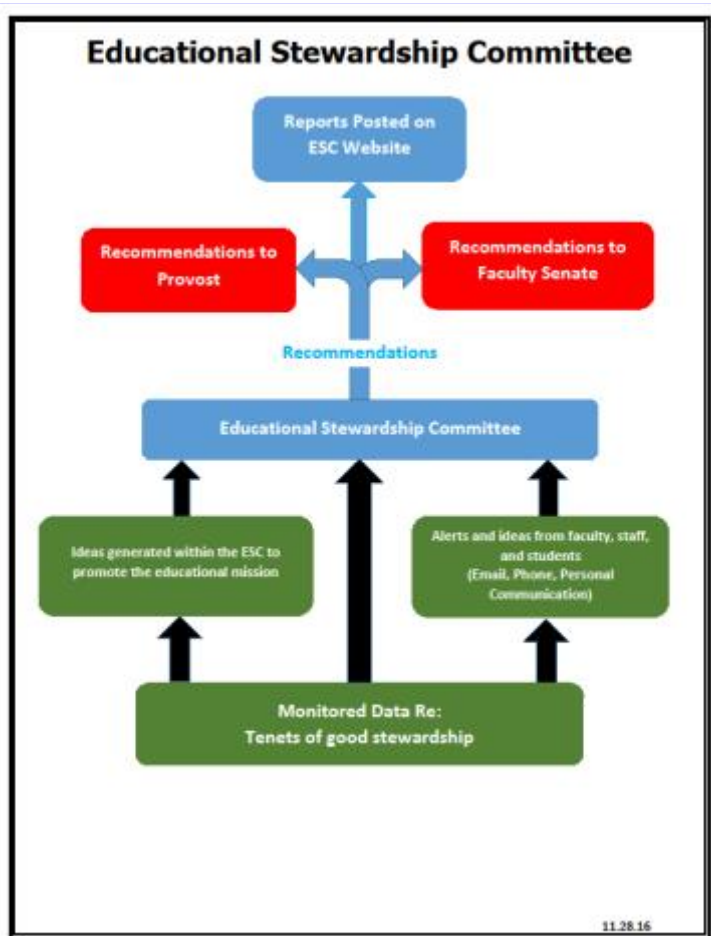
A: Yes, there are several representatives from the Senate. The membership includes representatives from three of the Faculty Senate Standing Committees, and two ad hoc members from the Faculty Senate appointed by the Faculty Senate Executive Council.

Q: Can you aggregate what the ESC has been asked to review, and post on the website the resulting action taken? Yes, there is a spreadsheet on the website.

Q: Are there issues that have arisen to date that are worth sharing?

A: There is one report listed on website now regarding the COM's involvement in undergraduate education. The recommendations made by the ESC included that the COM have an undergraduate coordinator, which has since been put in place. There is another issue that has come up recently, that Laura Almstead will report on in her Curricular Affairs Report, which deals with changes in degree requirements.

Senators are asked to take this information back to their units, and let their colleagues know that the ESC is happy to talk formally, or informally to anyone, faculty or staff, through email or phone. The contact information is available on the website.



5. **UVM Budget** – Richard Cate, Chief Financial Officer, presented the current state of the University budget. His presentation is attached to these minutes. Richard stated that a budget is all about balance. The total operating budget for FY17 is \$654 million. The General Fund is where we have some discretion, and it makes up 53% of the total budget. Income/Expense is about 21% of the budget, and includes Offices & Activities such as Residential Life, where we bring in fees, and provide housing and food for students. Restricted funds make up 26% of the budget and consist primarily of grants and gifts that are restricted to be spent for a specific purpose. Cate focused on the General Fund, and provided an overview of the gross “revenue” and “expense”. The attached slides show the breakdown of the \$473Million in revenue and expense. The FY16 UVM Endowment value is about \$440 million, however, the spending distribution is \$15 million. There are 890 different endowments in the pool, and each is restricted by donor intent, and cannot spend

the principle amount. The distribution from the endowment is restricted to 4.5% of the average endowment value over the previous 3+ years. The base budget cost increases each year by about \$12 million, due to cost of living, and even a modest (2-2.5%) increase in wages and benefits. A modest (3% or less) increase in tuition generates about \$6 million. This leaves a gap of \$6 million, unless something else changes. Budget cuts needed to be made.

In FY 2016-2017, there was unanticipated revenue growth. This growth was due in part by the IBB environment and the incentive to grow new programs. There was also a modest increase in enrollment, and a higher percent of out-of-state students. It is unlikely that the pattern of 2016-2017 will be repeated. The challenge is how to ensure that the budget is sustainable.

Questions were accepted from the Senate floor.

Q: How sensitive is the student market to the actual quality of UVM? Is it better to spend money on marketing than on academic programming?

A: We have to do both. Marketing will get students here, but you need the quality to make them stay. Surveys from students who leave UVM show that the students say they were not challenged well enough in their program. Word of mouth has a huge effect.

Q: What is the forecast for 2018?

A: FY18 looks better than it might, but we probably won't repeat the unanticipated revenue growth of FY17. We hope the gap will be smaller, and will know more in early February.

Q: Where does the \$500Mil capital campaign fit into model presented?

A: The numbers presented were pre-capital campaign. The categories will remain the same, but the numbers will increase. Commitment can come over many years, and some will be upon death. Many gifts come on 5-year plan. The gift to the COM is an estate gift, which will come when the gifter dies. Some gifts won't go to the endowment, but will go to build something.

Q: The healthcare expenses – is there relief in sight?

A: If everything under ACA dissolved tomorrow, it wouldn't affect UVM's health insurance plans. We are self-funded for the health care plan. Health insurance is a major factor in the expenses for the university, and the costs tend to grow about 7% per year. There are no proposals to change the UVM health care plan at this time.

Q: Why do we want lower student selectivity?

A: President Sullivan answered that student selectivity was 78% when he arrived at UVM, which meant that applicants had a 78% chance of getting into UVM. This has a dramatically negative effect on the academic quality reputation, and students had a lower profile coming in. We have had an 11-point swing in the last 3-years on selectivity. We should be seeing that translate into an increase in the quality of the student body. A more selective school would have a lower selectivity rate. On the question of why students go to college, and where they go, three things matter – 1) academic reputation, 2) price point, 3) location (85% attend within 500 miles of home).

Q: Merit based scholarship money is taken away from federal financial aid awarded.

A: This is a Federal requirement. Everything counts in the calculation of financial aid.

Q: How does administration view (quantify/qualify) academic reputation?

A: President Sullivan responded that national rankings are used by parents and students. UVM conducts surveys of all students who apply and those who actually matriculate. This informs how we are perceived externally.

Q: Is there an opportunity to grow revenue in summer and graduate tuition?

A: Yes, there is real growth opportunity in both graduate programs and summer programs. Professional master's programs are potential revenue stream. Last year was the first time we had appreciable growth in graduate revenue. We have grown from 2,100 summer students to over 5,400 summer students. There is more capacity for summer programs, and the incentive under IBB is that summer program money stays with the college.

Q: Are the new summer students non-UVM students?

A: There is a mix. We have cut the summer tuition by 30%, and have had a growth in UVM out-of-state students who stay in Burlington and take summer courses, instead of going home and taking course at their home college.

Q: Are we doing anything about F&A, such as negotiating rates?

A: Yes we negotiate rates to get all that we can. We often cannot get the maximum rate, because the granting institution has limits on what they will pay. For example, Education grants will often only pay 8%.

Q: Are we trying to attract non-traditional students to the summer courses?

A: Yes, teachers are a focus in CESS. Continuing and Distance Education are focusing on attracting high school students and adult non-traditional students.

6. **Curricular Affairs Committee Report** – Laura Almstead, Chair of the CAC, reported on three items that have been recently approved by the Curricular Affairs Committee that do not require a Faculty Senate vote. The report is attached to these minutes and includes:

- New Crime and Criminal Justice Concentration in the Sociology Major, submitted by College of Arts and Sciences.
- New Cybersecurity Track in the Computer Software Certificate, submitted by College of Engineering and Mathematical Sciences.
- Changes to the Bachelor of Science (BS) in Computer Science and the BS in Computer Information Systems Curriculum.

Laura noted that there is need for clarification and better communication regarding the normal procedures for “substantial revisions” to academic, scholarly, or service endeavors. The Curricular Affairs Committee is working to establish new lines of communication between the CAC and the unit-level curriculum committees to ensure that everyone is aware of the policies around significant changes to curriculum. Documents with tips and examples are being developed and the CAC hopes to have them ready for presentation at the January meeting.

7. **Senate Committee Report** – The chair of Educational & Research Technologies Committee was not available to report at this meeting. The ERTC chair and the co-chairs of the Student Affairs Committee will present their reports at the December Senate meeting.

8. **New Business –**

- Cathy Paris reminded Senators that the next Faculty Senate meeting will be held on Monday, December 19<sup>th</sup>, which is an exception to the regular schedule in order to accommodate the winter break days.
- The Wellness Group is asking everyone to fill out the BCBS Wellness Survey before the end of 2106.

9. **Adjourn** - Motion to adjourn 5:23 p.m.



# Faculty Senate Budget Briefing

November 28, 2016

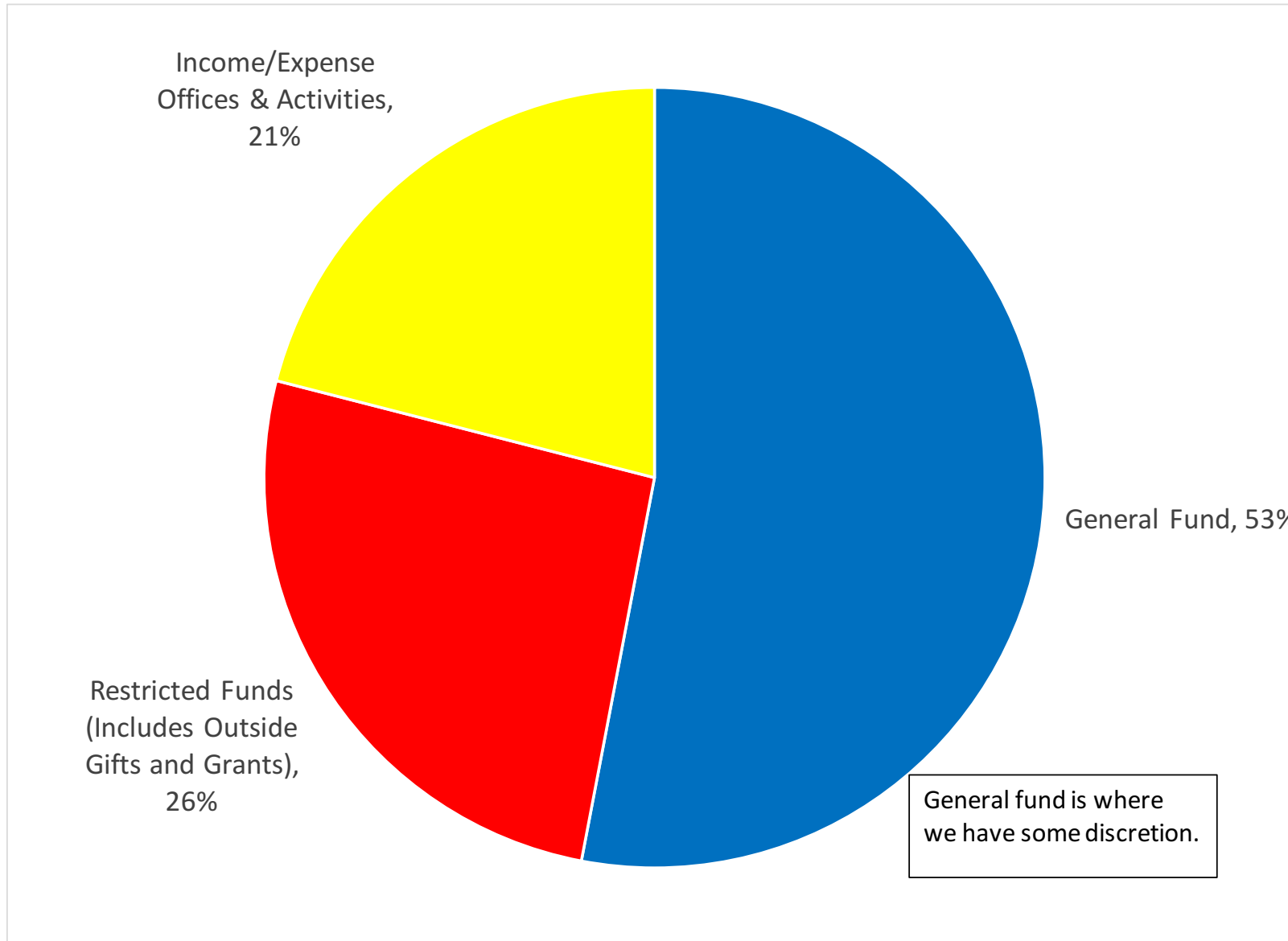
Richard H. Cate, Vice President for Finance and Treasurer

A budget is all about balance!

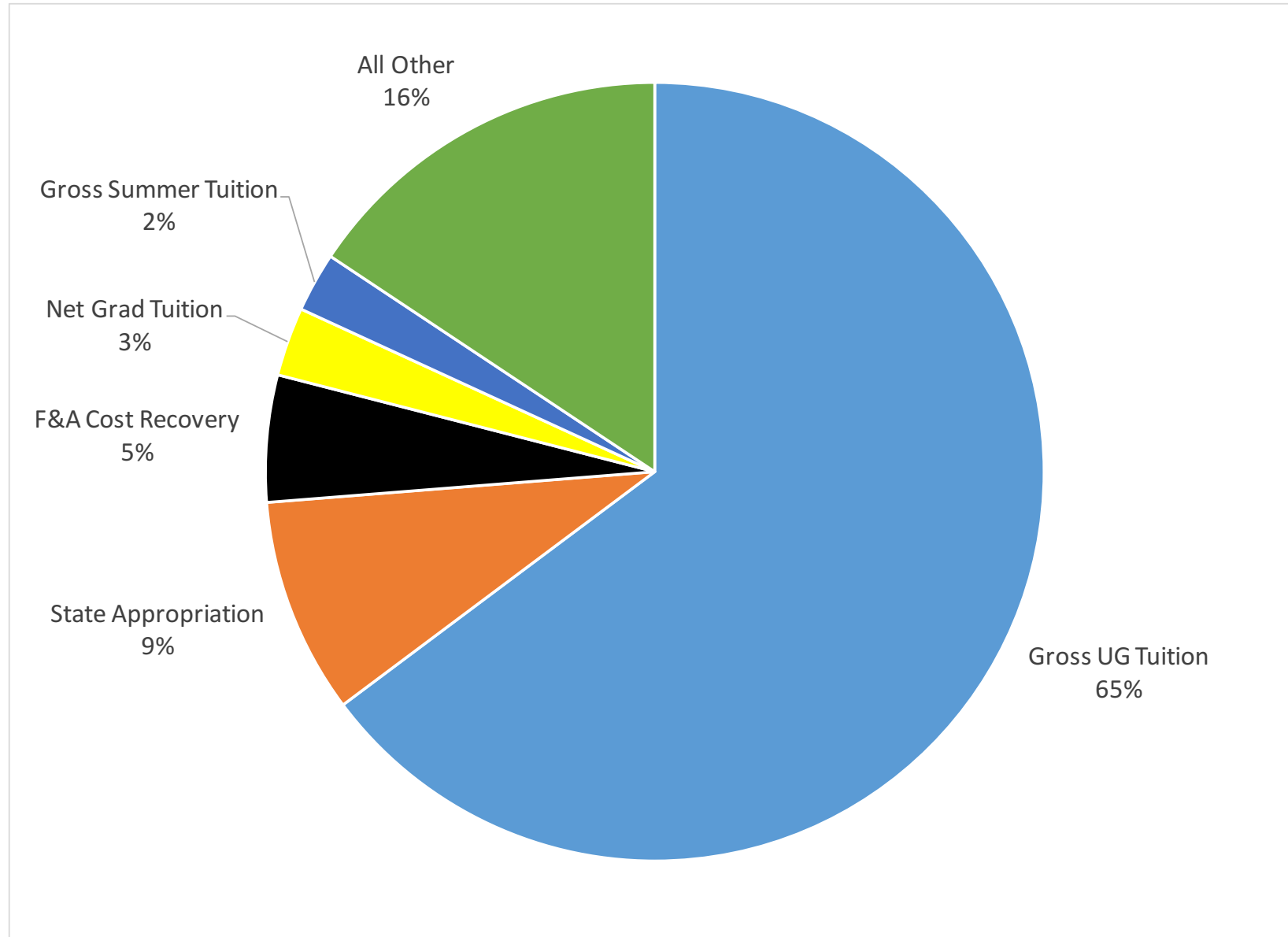




# FY 17 Total Operating Budget - \$654 million



# FY 17 Gross General Fund "Revenue" - \$473M

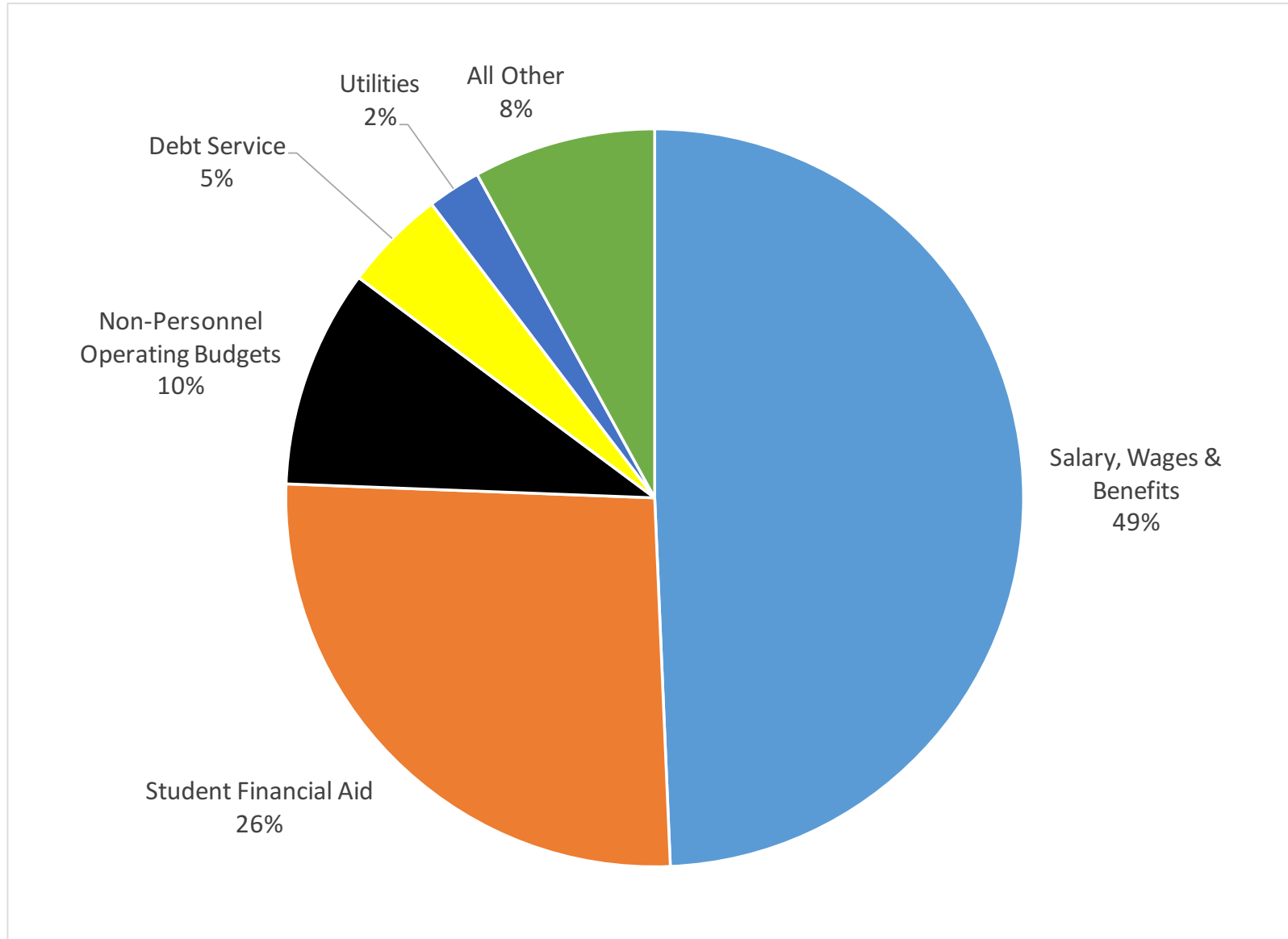


3.3% of total operating budget after excluding direct financial aid for Vermont students



Tuition totals  
70%

# FY17 Gross General Fund “Expense” - \$473 million



75 % invested  
in people

# Top Revenue and Cost Drivers

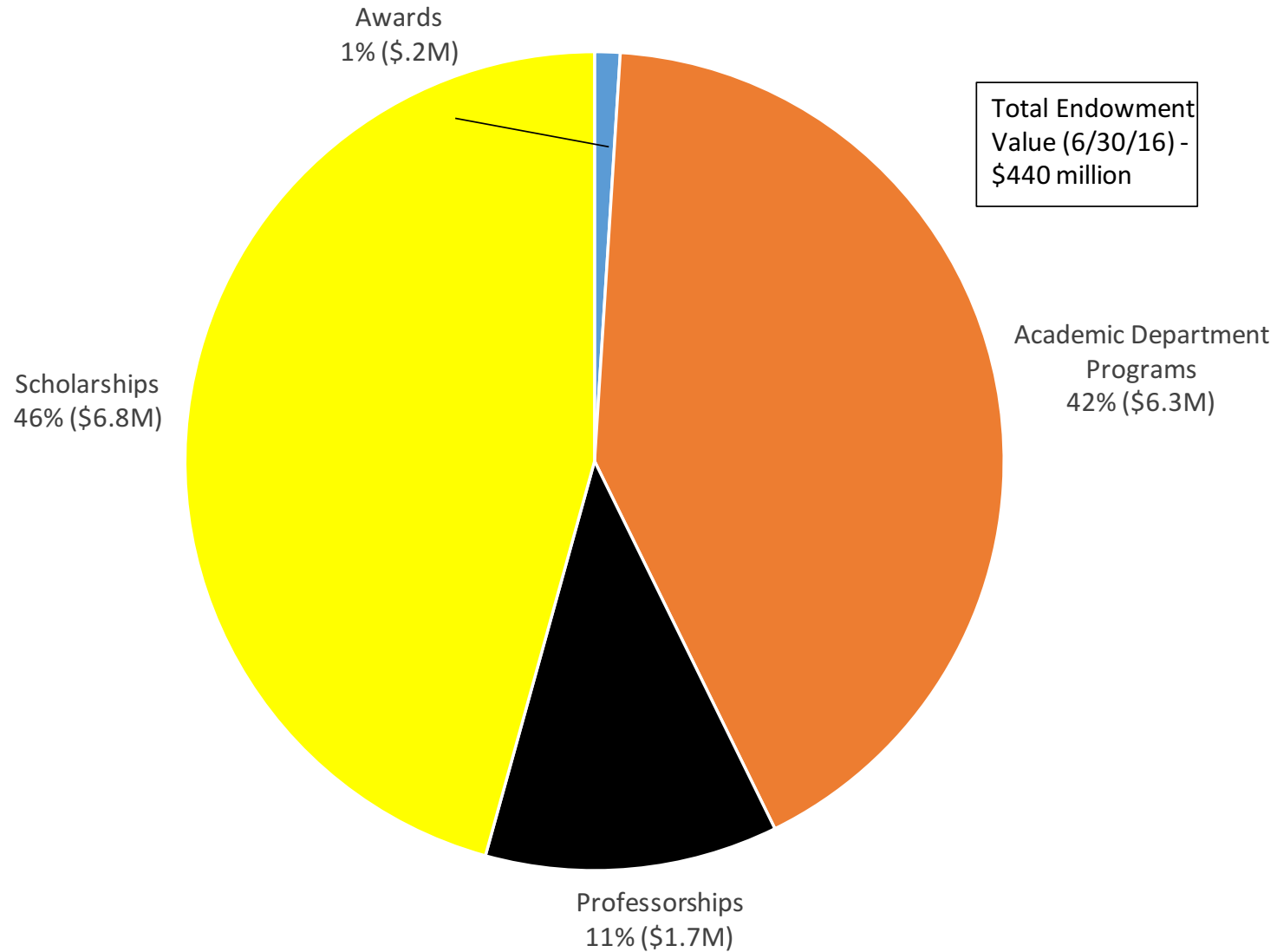
Revenue Cost Drivers (millions)				Expense Cost Drivers (millions)		
Gross UG Tuition	\$306	64.8%		Salary, Wages & Benefits**	\$233	49.3%
State Appropriation*	\$42	9.0%		Student Financial Aid**	\$124	26.3%
F&A Cost Recovery	\$25	5.3%		Non-Personnel Operating Budgets	\$45	9.6%
Net Grad Tuition	\$14	2.9%		Debt Service	\$21	4.5%
Gross Summer Tuition	\$12	2.5%		Utilities	\$11	2.3%

\*State Appropriation is 3.3% of total operating budget after excluding direct financial aid for Vermont students.

\*\* 75% of the budget is invested in people.

# FY 16 UVM Endowment Spending Distribution - \$15 million

(Distribution equals 4.5% of average endowment value over the previous 3+ years)



# UVM Operating Constraints

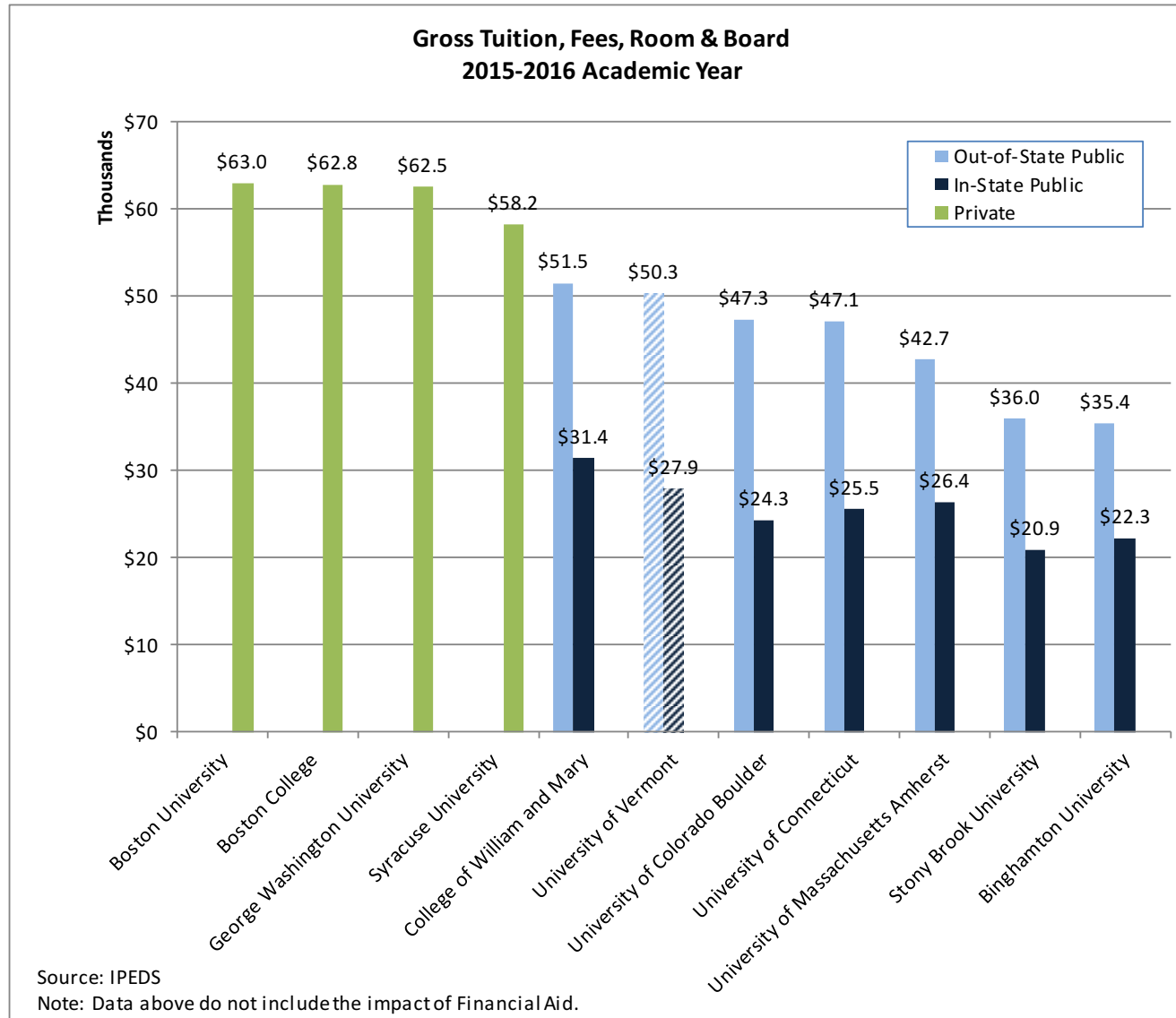
## Internal Constraints

- Modest endowment, very little of which is unrestricted
- Limited ability to raise tuition given competitive market
- More highly reliant on tuition revenue than many peers
- Many older buildings compared to peers with deferred maintenance (47% of building space over 50 years old)
- Debt policy limitations
- Student selectivity higher than peers, which puts more pressure on recruitment

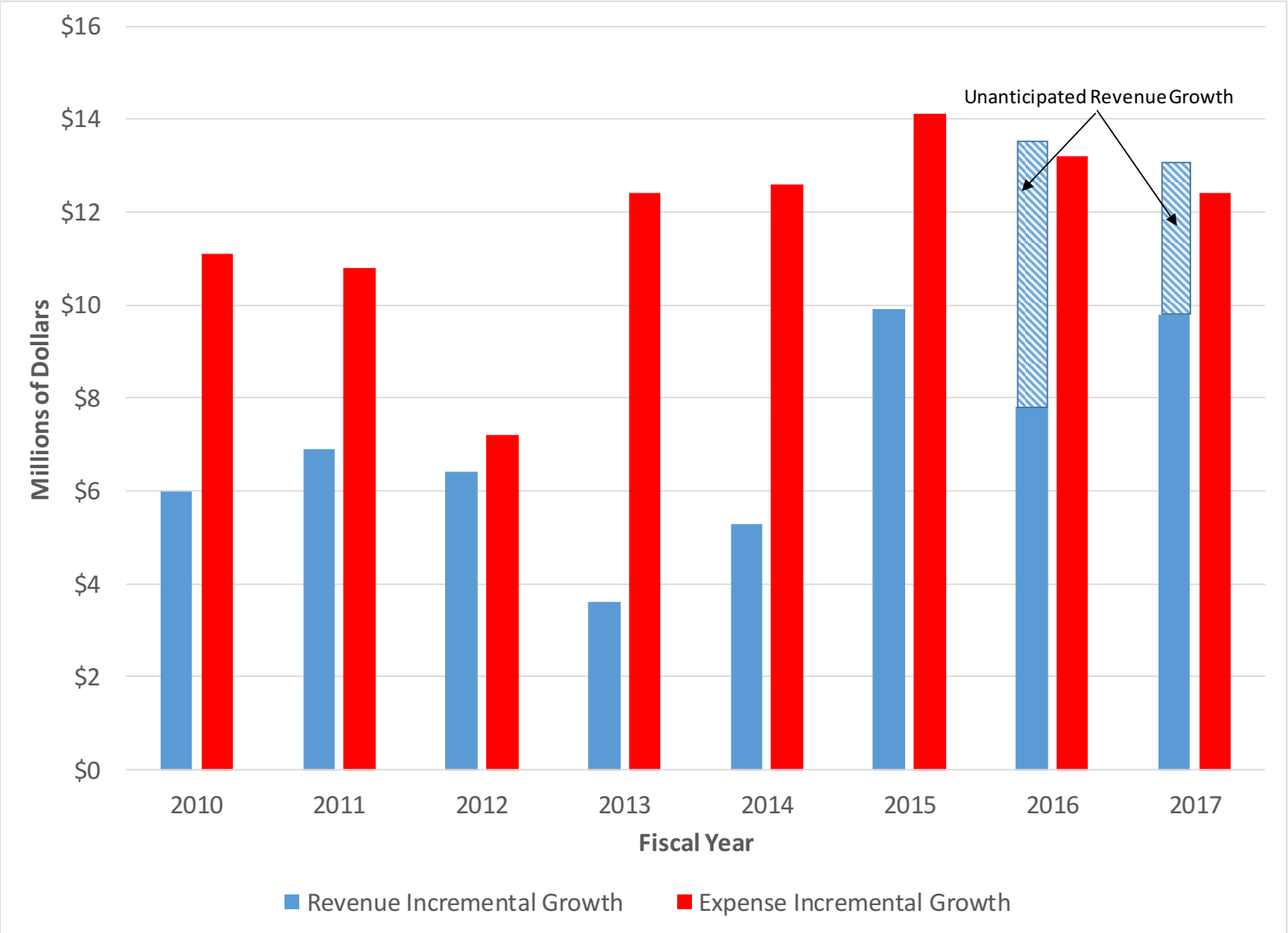
## External Constraints

- One of the lowest state general appropriations (at the bottom or second to last)
- Most competitive higher education market (Northeast) in the U.S.
- Very small state capital appropriation for deferred maintenance and little or none for new buildings
- Vermont regulatory and permit environment increases costs
- State does not support UVM's liabilities (e.g. post retirement medical benefits)
- Sharp drop in number of high school graduates in Vermont and the Northeast

# UVM's Great Constraint – Sustaining Affordability

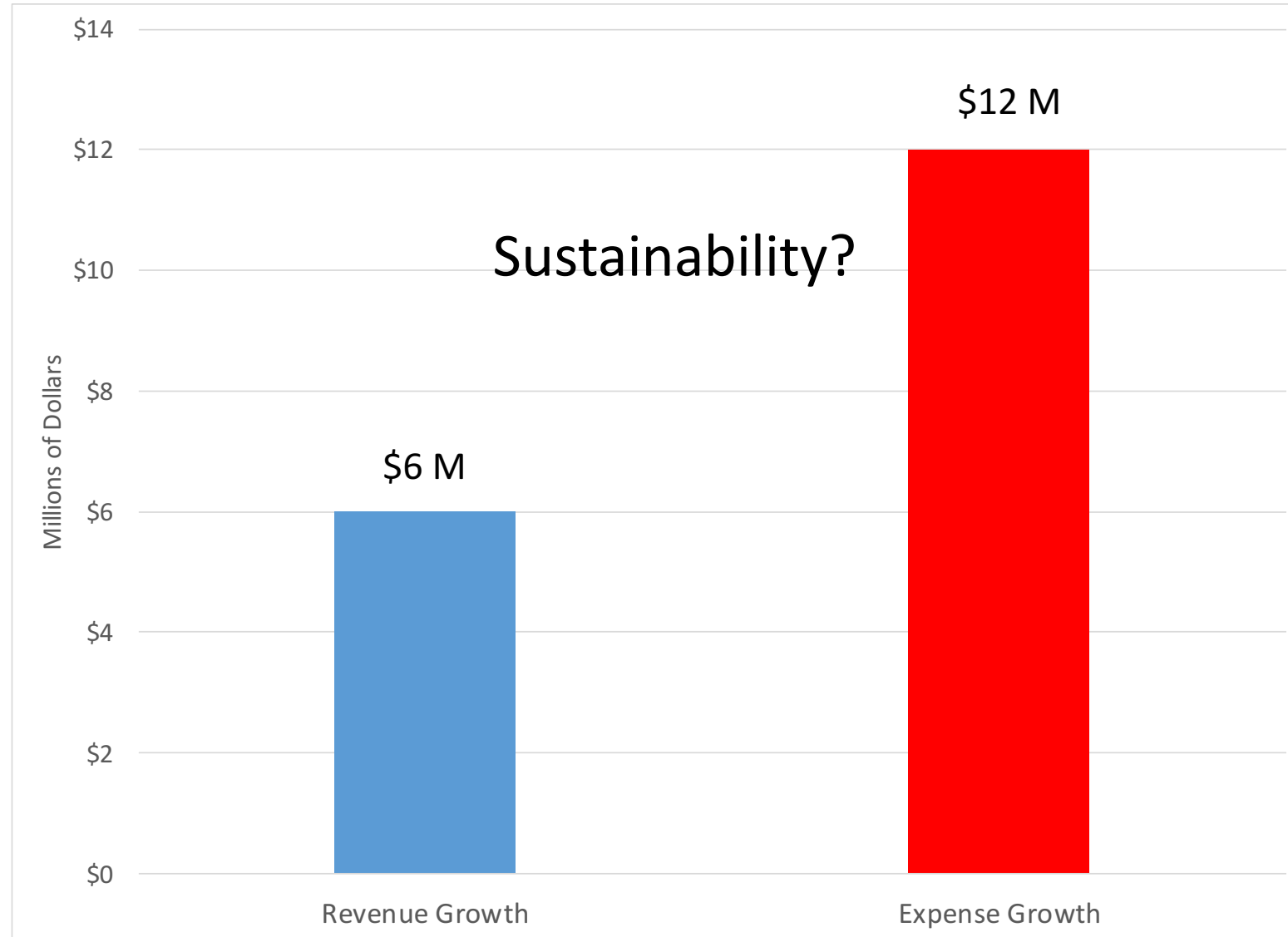


# Comparison of GF Revenue & Expense Increases Before Budget Reductions





# Challenge: Revenues Must Equal Expenses (Mindful of Constraints on Tuition Increases)



# How will Colleges and Schools Ensure Revenues Match Expenses?

- Raise the bar on quality, consistently across all programs; Become better recognized for very high-quality academics, research, and scholarship
  - Enhance the academic experience; Become more attractive/compelling to prospective students
  - All-hands-on-deck approach to student recruitment, retention, and success; Become known as a university committed to both academic excellence and student success; Engage in creating a narrative and telling the story
  - Strategic approaches to generating new revenues
  - Strategic and opportunistic approaches to improving efficiency
  - Achieve fundraising objectives for the College/School in the Comprehensive Campaign
  - Strategic decisions about budget redistribution to invest in highest quality, most compelling, and most successful programs (existing and new), consistent with the college's strategic plan and highest priorities
  - Make decisions, take risks, monitor progress, adapt; Be more nimble, agile, and responsive
- ✓ LEAD WITH ENHANCED ACADEMIC QUALITY**
- ✓ INVEST IN EXCELLENCE AND RESULTS**
- ✓ CREATE YOUR NARRATIVE FOR ACADEMIC EXCELLENCE, STUDENT SUCCESS**
- ✓ MAKE THE BUDGET SERVE YOUR HIGHEST ACADEMIC PRIORITIES CONSISTENT WITH REVENUE GROWTH AND COST REDUCTIONS**

## Curricular Affairs Committee of the Faculty Senate

### MEMO

**To:** The UVM Faculty Senate

**From:** Curricular Affairs Committee of the Faculty Senate, Laura Almstead, Chair

**Date:** November 4, 2016

**Re:** Items approved by the Curricular Affairs Committee that do not require a Faculty Senate vote

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#### New Crime and Criminal Justice Concentration in the Sociology Major

*Submitted by:* College of Arts and Sciences (CAS)

The Sociology Department has observed increased interest in the crime, justice, and criminology courses they currently offer. Additionally, the Admissions Office indicates that incoming and perspective students routinely inquire about criminal justice as an area of study.

Completion of the new Crime and Criminal Justice Concentration will require four approved courses (12 credits), at least two of which must be at the 100-level or above. All of the approved courses are currently being taught; no new courses are anticipated. The list of approved courses includes one zero-level, three 100-level, and four 200-level, thus there are many options for students who wish to complete the concentration. Credits earned in appropriate internship, special topics, or Honors College courses can also be counted towards completion of the concentration. Dr. Eleanor Miller, a faculty member who teaches some of the courses, will act as the advisor for the concentration.

The new concentration was approved by the Department of Sociology, the CAS Curriculum Committee, and the CAS faculty.

#### New Cybersecurity Track in the Computer Software Certificate

*Submitted by:* College of Engineering and Mathematical Sciences (CEMS)

The Computer Software Certificate is a non-degree, academic certificate offered by the Computer Science Department in conjunction with Continuing and Distance Education. The primary audience for certificates such as this are non-UVM students, though UVM students can also enroll. Currently, there are three tracks in the Computer Software Certificate – Web Development, Software Development, and Computer Science Masters Preparation. Students can also pursue a self-designed track.

Information Technology roles are growing at a very aggressive pace and the associated growth of cybersecurity positions is staggering. Thus, there is an increased need for trained in the area of cybersecurity. The Cybersecurity track supports the needs of the growing job market in this area and complements the existing tracks in the Computer Software certificate. Completion of the Cybersecurity Track requires five courses (15 credits). Courses include two required zero-level courses, one 100-level

(chosen from two approved courses), and two additional courses selected from a list of approved courses (two zero-level, two 100-level, three 200-level). All courses are currently being taught or are in the final stages of approval.

The new track was approved by the Computer Science Curriculum Committee, the CEMS Curriculum Committee, and the CEMS faculty.

### Changes to the Bachelor of Science (BS) in Computer Science and the BS in Computer Information Systems Curriculum

Beginning this Fall, the Computer Science Department implemented changes to the BS in Computer Science and the BS in Computer Information Systems. These changes included removal of the Fine Arts, Humanities, and Social Sciences distribution requirements (18 credits) and a requirement for a minor from the BS in Computer Science, and removal of the Fine Arts, Humanities, and Social Sciences distribution requirements (18 credits) from the BS in Computer Information Systems. Changes to required courses were also made, the most substantial of which was including additional Computer Science Courses (both majors), and adjusting Business Administration course requirements (Computer Information Systems only).

The removal of the distribution requirements and minor requirement from the BS in Computer Science, and the removal of the distribution requirement from the BS in Computer Information Systems were brought to the attention of the Educational Stewardship Committee (ESC), a joint committee between the Provost's Office and the Faculty Senate. The ESC observed that the changes to the BS in Computer Science appeared substantial enough that they should have been reviewed by the Faculty Senate Curricular Affairs Committee (CAC) under the normal procedures for Substantial Revisions to Academic, Scholarly, or Service Endeavors (formerly Appendix B). The matter of whether the changes were made in violation of these procedures was referred to the CAC.

Upon review, the CAC agreed that the changes to the BS in Computer Science should have been reviewed by the CAC under the normal procedures for substantial revisions to existing programs. The Chair of the Computer Science Department, Margaret Eppstein, was asked to provide a memo to the CAC describing and justifying the changes. The memo indicated that the changes were made to address curricular gaps, and to better prepare students for careers or graduate school in computer science. With the addition of six credits of Computer Science courses, the Department felt that they no longer had room for the Fine Arts, Humanities, and Social Sciences distribution requirement, or the required minor for the BS in Computer Science, because they wanted to keep the total credit requirements to 120 in order to make it possible for CS majors to graduate in four years. The memo indicated that the Department felt that the University-wide General Education requirements provided breadth in the curriculum, and removal of the distribution requirements allowed the students more flexibility to choose courses within their areas of interest as free electives. The Department also felt that the increase in Computer Science credits brings them more in line with the requirements for BS in Computer Science programs at other institutions.

Given the justifications and the fact that the changes were published in the 2016-2017 Catalog, and thus binding for students entering UVM this year, the CAC agreed to waive a full review and allow the changes be shared with the Faculty Senate according to the normal procedure for substantial changes to existing programs.