

**MINUTES OF THE  
FACULTY SENATE EXECUTIVE COMMITTEE MEETING  
THURSDAY, SEPTEMBER 25, 2014  
MERTEN HALL, room 2500, 3:00 – 4:30 p.m.**

**Present:** Jim Bennett, Charlene Douglas, Robert Dudley, Mark Houck, Timothy Leslie, Joe Scimecca, Suzanne Slayden. Sr. Vice President J.J.Davis arrived at 4:00 p.m.

**I. Approval of Minutes of August 18, 2014:** The minutes were approved.

**II. Announcements**

Budget Forum with Provost Wu and JJ Davis will take place on Wednesday, October 1, 2014. President Cabrera will address the Faculty Senate March 4, 2015 and Rector Tom Davis will address the Faculty Senate April 1, 2015. We could not get President Cabrera or Rector Davis on the schedule until next year.

The Faculty Retirement Coaching Pilot is an additional resource, separate from University HR programs, goal to help you have a meaningful retirement. A committee member attended the program last year and recommended it. It is funded by an external grant from the Foundation; specific dates to be announced soon.

DMV Driving Test: Faculty may take their driving tests on campus.

Varsity Sports:

- The Faculty Senate needs to emphasize the core mission of the university; what happens in class between faculty and students. Looking at accounts in ancillary activities, a lot of money is spent on varsity athletes – there is much travel.
- Varsity sports are also a revenue center and would impact undergraduate enrollment.
- Caution expressed about support for branding endeavor and varsity sports. What details will be revealed at the budget forum?
- If you look carefully we have more associate athletic directors than Notre Dame. Not anxious to cut slots for kids. We have a new athletic director, time for trimming?
- Where does the athletic department budget come from? Many use student fees, sports as a growth industry at some universities. Varsity sports worth asking what are the costs and revenues generated?
- The only way to save money is to cut people. Personnel outlay one of the biggest budget items – about 85%; trimming edges will not achieve goals.
- General population of students supporting an elite group? Club sports include rugby.
- At one point, MIT had largest percentage of students engaged in athletics – intramurals.
- Student-supported tuition, our student athletes graduate with an education. We need to be very careful – athletics bring intangible benefits to students. Final Four was a cultural experience, bringing students together.

University Budget - Faculty Forum: As requested by several faculty, we will include on the October 8<sup>th</sup> meeting agenda an opportunity for faculty to express their concerns at the meeting. See also [VI. New Business, Issues, and Discussion](#) (pp.3-5).

### **III. Progress reports, business, and agenda items from Senate Standing Committees**

#### **A. Academic Policies – Suzanne Slayden**

We are waiting to receive the detailed summer school calendar (2015) from the Registrar's Office to present for approval at the next Faculty Senate meeting. The Registrar will come to the Faculty Senate with academic year calendar for approval at a later meeting. Research on contact hours for summer school 2014 compared with previous years will also be included on the October 8<sup>th</sup> agenda. Phil Wiest has asked about this on the summer school advisory board.

#### **B. Budget and Resources – no report.**

#### **C. Faculty Matters – Joe Scimecca**

The sick building investigation continues in Robinson Hall, expect to receive report soon.

#### **D. Nominations – Jim Bennett**

- Pallab Sanyal (School of Business) is nominated to fill a vacancy on the Adult Learning and Executive Education Committee
- Alexandria Zylstria (School of Business) is nominated to fill a vacancy on the Effective Teaching Committee

#### **E. Organization and Operations – Bob Dudley**

- New Senators Elected: Melissa Broeckelman-Post (CHSS -Communication), Lloyd Cohen (re-elected SOL), John Farina (CHSS - Religious Studies), Bruce Johnsen (re-elected SOL) and James Steele (CHSS -Communication); one pending vacancy – S-CAR.
- University Standing Committee Chairs elected: Hugh Sockett (SPGIA) – Academic Initiatives; Alok Berry (VSE) – External Academic Relations; Joe Scimecca (CHSS) – Grievance; Suzanne Slayden (COS) - Faculty Handbook Revision Committee; Stanley Zoltek (COS) – Technology Policy; Gregory Robinson (CVPA) – Writing Across the Curriculum.
- University Standing Committee Chairs pending Election Results/Meetings Scheduled late Sept/early October: Academic Appeals, Admissions, Adult Learning & Executive Education, Effective Teaching, Minority and Diversity Issues, Salary Equity Study, UPTRAC.

### **IV. Other Committees/Faculty Representatives – no report.**

### **V. Agenda Items for October 8, 2014 FS Meeting**

- Draft FS Minutes September 3, 2014
- Provost Wu
- Faculty Retirement Coaching Pilot
- DMV-Driving Test
- Reports from the Faculty Senate Standing Committees:
  - Academic Policies
  - Budget and Resources
  - Faculty Matters
  - Nominations
    - Pallab Sanyal (School of Business) is nominated to fill a vacancy on the Adult Learning and Executive Education Committee

- Alexandria Zylstria (School of Business) is nominated to fill a vacancy on the Effective Teaching Committee Organization and Operations
- University Budget – Faculty Open Forum

## **VI. New Business, Updates, and Discussion**

### Budget Issues/Faculty Open Forum

There is a lot of smoke and mirrors, discussion about announcement distributed today. Concerns expressed about budget impacts. Some units and schools have put off some hires – some faculty not replaced last year, painful. Deans and directors made decisions and submitted them. At President’s Council meetings Chair Douglas urged the deans to communicate with faculty in their units; voids fill with inaccurate information. Some groups on campus are not transparent with their faculty. Faculty have no idea what is going on, just see that positions are not being filled. We missed graduate enrollment targets this year. Black box in which central administration assumes deans keep faculty informed; some do not. The transparency Provost Wu and Sr. V.P. JJ Davis expect is not occurring. As a systems engineer, Provost Wu sees the problem: from a kayak to ocean liner in a short time --- there are still a lot of kayak processes in place. The Committee also concurred that Sr. V.P. Davis wants to be transparent, but the process is not working in this way.

The next budget forum will take place (October 1<sup>st</sup>) before our meeting (October 8<sup>th</sup>). Forums have been well-attended. A faculty member has asked us to provide an opportunity for faculty to air their concerns and suggestions about the budget on the October 8<sup>th</sup> meeting agenda; not as tête-à-tête with adversaries.

Korea: What are long term prospects for Korea? Vast majority of faculty have no idea of costs in Korea. You can probably find fair amount of support to get out of Korea. When the BOV approved Korea, there were projections, “rosy scenarios” – information should be in the BOV minutes.

Administration/Structure: Dean Kevin Avruch (S-CAR) is the only dean who is teaching. There are an unbelievable number of deans and deanlets. How many administrative faculty also teach? There are too many administrative levels, a sore spot with faculty. There are more administrators in the CHSS and COS than predecessor unit CAS had.

Communication within the University: We need an organizing principle – how to obtain and report this information to faculty. Suggestions included asking Provost Wu and Sr. V.P. JJ Davis to address these questions. A Senator complemented them on the number of forums they have, suggesting scheduling them on days other than Wednesdays to allow more faculty opportunity to attend. Important to follow-up at forums: some faculty will not attend as they see nothing happens, inertia. The Budget and Resources Committee can serve as a conduit. After some discussion, the Executive Committee decided not to schedule a separate Faculty Senate meeting to address budget questions.

Communications – Public Relations Campaign: Virginia universities need to publicize that their tax dollars are not funding (higher) education – parents do not know this; need for concerted PR campaign. Total cost of education student up 6%, parents see doubling of tuition. Faculty may wish to submit editorials as well. To ask publicity to develop something with numbers, to distribute them, as citizens do not understand this, feels deck is stacked against support for public education.

Fundraising: A Senator recalled Marc Broderick (former director of Development) conducted a study on how much revenue raised and how much it cost to raise it? Every unit except one spent more money raising money than they actually raised. Fundraising in the School of Nursing is up compared to previous years. As of June 1<sup>st</sup> we raised as much as entire previous year. How do the outcomes of centralizing and decentralization fundraising differ?

**At 4:00 p.m. Senior Vice President J.J. Davis arrived.** She noted we are in a very challenging environment. We are working 7 days/week trying to redo FY 2015; FY 2016 more challenging. The Committee complemented her on the number of budget forums and emphasized faculty really want details at the October 1<sup>st</sup> budget forum, not just bullet points. The details of budget plans submitted by deans are not broadly known by faculty.

Sr. V.P. Davis: Broad framework - \$10-11 M in potential cuts for FY 2015, First desire to reduce academic side cuts to \$4.3 million, not \$6.2-6.5M. Details still being worked on, not yet finalized. We asked for 2.5% academic side, 3.0 % administrative side for FY 15; a lot is one time in nature, vacancy unfilled, some discretionary cuts. Vacancies pushed back for a year. One of two mountains to clear. \$4.3M good news for academic side, about 1/3 cuts reduced. Two: Provost Wu is working with deans – he will work through cuts to see what details mean – by next week to have details.

Sr. VP Davis's responses to various questions from the Executive Committee included:

- College administrators included in college budget cuts (2.5%), not part of central administration cuts (3%).
- In this round of administrative cuts (\$6.5M), some vacant positions removed permanently. The Asst VP for Auxiliaries was reminded to consolidate/shrink/combine positions. We did not fill a position in the Budget Office as employee left, removed the position. We are asking people to work longer and harder – stress and pain there. She respects opinion expressed “administration took bulk of growth, taking bulk of cuts.”
- Korea is a challenging endeavor now. Korean enrollment low, Mason tuition is twice the local tuition, faculty housing has been an issue, the venture was framed as a start-up.
- On her 2<sup>nd</sup> day here, JJ learned \$10M operating loss of the Mason Inn.
- Other topics reiterated included athletics (as discussed above), administrative bloat within colleges, need for public awareness of budget cuts in higher education.

Fundraising cont'd: Under President Merten fundraising devolved to units – they all have development people. Are they raising their salaries and benefit costs at least? Concern expressed about duplication of requests to donors.

Sr. V.P. Davis: Fundraising at an all time high \$54M at the end of year. Are fundraisers raising salary money? No, but a fundraiser (recently) brought in a \$4M gift. Can we do a better job

organizationally? An open question. Long term strategic question is an area Janet Bingham (Vice President, Univ Advancement & Alumni Relations/President GMUF Inc) continues to look at, how to take \$54 M and grow it each year? Development world supports need for investment in fundraising for potential returns. Both President Cabrera and Janet Bingham are effective fundraisers. It will take all of us to really build this – the \$4M gift you referenced is very good for the University. The conversion of Mason Hall to academic space was funded by donors; we did not have the funding to do it otherwise. Three floors in Merten Hall were not fully utilized, so we moved them. We received a \$7.8M gift to renovate Mason Hall.

Several Executive Committee members noted faculty did not know anything about this. J.J. is more than happy to be transparent. We will show you where the broad cuts for FY 15 are coming; the reality is we need to become focused on FY 16. FY 16 will be much more challenging – some elasticity – not much more tuition growth....competitive challenges. A delta change of \$21M in 8 months is a huge difference. This trend is here to stay. States are decreasing their investment in higher education. Need to diversify the base, hard choices to look at regarding enrollment, tuition, premium tuition. Every lever will need to be pulled.

The Executive Committee emphasized importance of including educators in decisions; some administrators have not taught in many years. Lines of communication are broken. Let us go into FY 16 timeline - deans need to include faculty input on budget cuts.

Sr.V.P. Davis: All options will have to be on the table. Are there operations efficiencies? We must pivot and make educational model to continue to have robust faculty as core mission of University. Need to gain market share – graduate application processes slow, discounting graduate education for programs priced out of market. To help department chairs attract high quality graduate students with financial support – incentives to attend. What else can administrators do to reduce costs? What will the state do with cost levees for health insurance/pensions? \$8M in costs to Mason last year. Rising cost of living – salary increases as biggest issue (after budget cuts) for FY 16, organization under stress. Compensation as a front and center issue. Work needs to be done on pay equity. Provost Wu is focused on retention issues and she will talk with him.

Respectfully submitted,  
Meg Caniano  
Faculty Senate clerk