

## Senate Meeting 10/28/08

Senators attending: Wood, Curtin, Clarke, Welsh, Rieck, Khazeh, Robeck, Gilkey, Weaver, Walton, Scott, Shannon, O'Loughlin, Ludwick, DeWitt, Street

Senators absent: McDermott, Zaprowski

- I. President O'Loughlin called the meeting to order at 3.32; a quorum was present

Introduction of President Dudley-Eshbach

- II. President Janet Dudley-Eshbach, discussion of Salisbury University's budgetary outlook, near and long term and related issues.

Opens by saying that a few weeks ago Mitchell talked about budget, and she will try not to repeat his comments. The budget situation tends to change on a daily basis, so today's news may get old soon. In Fiscal Year 06, general fund appropriation was \$27,570,000, in fiscal year 09, we were budgeted for \$39,844,000 general fund appropriation. For a 3 year period we have had a fairly good increase of appropriated funds. Makes us think that maybe the system is listening to us (44.5% increase). Part of this is due to the enrollment growth. President Dudley Eshbach still would like more, but glad we are progressing. We must understand cuts within this context, for the new 09 number. Over an 8 year period, we look at what % of budget goes to which area within the university (instruction, research, plant operations, et al). Since 2000, Instruction % has increased, while institutional support % has declined somewhat. Financial aid may be affected by the current budget situation. There has been little increase in operating budgets; salaries/benefits have received most % of increase (both raises and new positions on campus). State support for FTE is still, in her eyes, the lowest in the USM system - yet it has increased since 2006. The deal we made to get more per student for taking new students (becoming a growth institution) is working, but not as much as we would like. We need a more equitable distribution of state resources. Fiscal year 2010 budgets are starting to be formed - originally we were supposed to get an additional \$3 million on general fund. That will probably not happen, but we should get some additional money. Higher education is c.20% of state's discretionary budget. Current reduction to USM is about \$35million. This will probably deepen, but unknown on amount (will be more if slots/video library do not pass). \$35 million reduction is 3.5% general cut of appropriations. That is also roughly 5% of the total money cut by the governor. As Dudley-Eshbach has been attending higher education groups, she knows we are better off than many of the other universities/states. Dudley-Eshbach does not predict the mass crisis of some schools/states because we are more buffered with DC and higher average income in state. We are looking at the likelihood of increased student-faculty ratios, if this economic situation continues, but this is likely across the country. We also may see a deferral of campus renewal projects - we are asked to put aside 2% of budgets for renewal, that money may be frozen/reallocated/disappear. In addition there will be a revision of our enrollment growth plans. We have a strategy of modest enrollment growth to make case for additional appropriations; this strategy has been working, but we recognize need for hiring faculty and staff to meet the demands of growth enrollment, and we will re-assess plan. Dudley-Eshbach

has asked Ellen Neufeldt and Jane Dane to back off on growth - the current plan is not to grow next fall. By admitting same number of students next year as this year, the overall number of students will still grow (fewer graduating versus entering). Initially Salisbury was one of 2 growth institutions in the USM, then 4, now all USM (perhaps except 1) are all exceeding enrollment estimates. Dudley-Eshbach says that if the money isn't there, we don't want to grow. We must be careful - not make a complete about face or retreat, but we need to give a message to the system & still achieve what we want to if we hold the line on the incoming class numbers. For now, we are discussing (with the strategic planning enrollment committee) the fact that with same number of freshman, the numbers will even off eventually. The system has decided that cuts should be made across the board, despite the fact that funding isn't even across the system for allocation. The chancellor is opening the discussion - should we readjust as the cuts deepen?...For now we were assigned a cut of \$1,331,000 - of this, \$759,000 will come out of our fund balance. With the uncertainty in the markets & Dudley-Eshbach serving on various boards, she has been gathering information. She had a tele-conference with the head of TIAA CREF - and has scheduled a fireside chat for this Thurs at 12.30 to discuss perspectives on the financial crisis and investment approaches TIAA-CREF advises. She won't get into this today. Wants to share where we are so far...

When first came to Salisbury (years 2 & 3 of her tenure here), there was an economic downturn - this is another, but more serious. Dudley-Eshbach is proceeding cautiously and conservatively on the budget but notes it is difficult to know how conservative we should be, and where we should cut. Need a wait and see attitude. The downturn, she believes, will be deep, and remember that the great percentage of our operating budget is with people, and to avoid layoffs or retrenchments, we need to first halt the new hires within the university. Deans have been working with the provost over the new positions. We are trying to be prudent without being foolish. Asking for indulgence - says we all need a high tolerance for uncertainty and ambiguity as we move forward.

Controversy has arisen relating to message about diversity. Diversity in hiring, recruitment and retention is one of the goals in the Mission Statement. We launched initiatives in Jan 2001 to make progress, we did for a couple of years, but now it has leveled off. Dudley-Eshbach is dismayed, along with others around community - we hired 28 new full-time, tenure line positions this fall w/o 1 African American (though there was one African American among the 10 full-time non-tenure track hires) - no quotas here, but need to keep open. We've also lost some positions - Diversity, Housing Assistant Director, Dean of Perdue, and others - several of which are now frozen positions. What we are trying to say - as you are hiring, please add to qualifications list a priority to identify faculty from underrepresented groups. Some depts are excellent at this. Also, we have minority faculty directories - use those for searches. Dudley-Eshbach suggests being proactive and not reactive when considering the hiring of diverse candidates, but we do want the BEST candidates to be hired, just open up the pool to help those candidates be representative of minority groups. Sen. Shannon wonders why adverts can't be just automatically sent out to publications that might add to diversity? Dudley-Eshbach met with a group that proclaimed that this should have been done for a while. M. Pyles new human resources director, has

ideas for expanding this. HR knows we need to find ways - we don't even have an EEO person at the moment. We are looking at ways to be more helpful to those who are hiring.

Sen. Scott asks on indications of FY 10 v. FY 09 - Dudley-Eshbach says discussions are currently very preliminary. No specifics as yet. We don't know how much politics are playing into the issue, Rumors say that FY 10 should be bad, but we don't yet know HOW bad. Each institution is handling the situation differently. We don't know yet. Dudley-Eshbach's top priority is protecting those who are currently at the university. She feels the institution is on the move & if we are conservative enough & hold the line on some hiring now & some faculty open up class size for certain sections or even combine sections, if we are flexible, we can get through this economic downturn. Dudley-Eshbach says we are in a relatively good situation for a university - as good or better than most institutions. Predicts some small colleges will not survive this downturn & we will probably, being public, see an increase in applications. Ensures that the university is strong & faculty jobs are secure. Though we get less funding, though, we will not get less cuts - cuts across the board. Why does the comprehensive Frostburg get almost \$2000 more per student than Salisbury? Some legislators are beginning to demand some accountability for this inequality. In light of a new report, Dudley-Eshbach has suggested to chancellor that we shouldn't be cut at the same level - but no reply as yet. Sen Rieck wants to know where the additional cuts are going to be? Dudley-Eshbach says there are a couple of big positions that have not been filled so that we have been able to put aside (squirrel away) some funds. Provost Jones says we are piecing together a variety of areas of cuts - Dudley-Eshbach says the biggest effect on the faculty at this point will be not filling some positions we want. Hopson suggests that some of our increased numbers from private students coming to SU might be challenged by our students going to community college. Ellen Neufeldt replies that our numbers/applications won't be known for a while, still, but in general, our students in our normal demographic have solid income so we should be able to trend well from the fall of enrollment of the private institutions - knowing our general trend of students combined with historical comparisons. Dudley-Eshbach says the less well-off families will be hurt the most as student loans are affected by the crisis. She continues by noting diversity includes a variety of socio-economic groups. We want a group of capable students from a variety of backgrounds. We do have one of the lowest tuitions in the system & we had a tuition freeze for a while, but with our outcomes, we may start to push for increase of tuition for our students. Perhaps, when tuition increase occurs, there will be tuition increases that differ at each university (maybe not just 3% increase in tuition across the board at USM institutions). We are raising fees. Sen. Wood asks about where diversity of candidates lies - Dudley-Eshbach says that it is all inclusive of any underrepresented groups. Wants faculty and staff that reflect the different groups at Salisbury (gender, sex, ethnicity, et al).

Appreciates our time and will keep us updated on any changes.

### III. Announcements from the Senate president.

One announcement - strategic plan is flowing forward - should get this end of this week or beginning of next week. There will be a direct link to the plan on the home page and

we will be discussing this during the meeting on 11 November, so please read the strategic plan before the next meeting.

IV. Remarks from the Provost, Dr. Tom Jones.

Added to the President's talk regarding the current give-back - c. \$570,000. Most of that is coming from the staff freeze, which is possibly generating \$920,000, and we have had to unfreeze some of those positions, so that number has lessened. We also need to pay some bills beyond that amount - hopefully the freeze will cover the give-back that we are required to return as of now as we are currently at a balanced budget, but new cuts will challenge that. The longer-term question will be decided later. Slots, sales tax, and other issues will affect the final numbers. We also reduced money out of our final base/operational budget because we were going to add money to operational budgets, which we aren't at this point - we are allocating some money to the two new departments as well as the library needs for the new departments, international studies and the center for achievement. Unless another severe cut is announced, there shouldn't be any other major effect on our current operational budgets & we shouldn't have to pull them back. Hopefully we won't have to do that for next year either. This year we do have the money for overloads, etc. FTEs may go up next year, but the freeze of enrollment numbers is in place for next year. Regarding the tenure track faculty hiring situation: At beginning of the year, we approved all the replacement search positions, which was an unusually low number - 16. Looking at budget cut and not knowing future, we are allowing 9 of those searches to continue without change (keeping an eye to diversity) and 7 searches that are being held - at least until January, when we will make a decision on them. We want to replace the lines, but need to be cautious until we know what are future will be regard to budget. With the searches, we are looking at current pools & where the searches are. If there is an opportunity, we don't want to hold searches that have a really good option. The Provost is asking deans not to cancel the searches, but instead to put them on more of a hiatus. We are still funding ft non-tenure track positions& overloads; we still haven't decided who will have to teach larger sections. It's currently unknown as to where we will have to move in that direction - looking for what will cause the least damage.

V. Approval of minutes from Senate Meeting of October 14, 2008.

Motioned to Approve the Minutes as amended, Seconded

Discussion: Senator Khazeh notes the minutes needed to add in mention of the new Senator, Vera Street, and the reintroduction of all Senators.

All in favor of the approval of the minutes as amended by Sen. Khazeh, Aye.  
The Ayes carry

VI. New Business: Status and progress the new Student Achievement Center,  
Ms. Heather Holmes, Director.  
The Student Achievement Center update.  
Ms. Holmes gives an overview of the foundation of the Achievement Center,  
what it has accomplished to date, including offering assessment, tutoring (referred

out), study skills workshops, information on scholarships, etc. Also discusses the role of the Center with students finding themselves challenged at the University and says that they are working on ways to make the mid-term reports run more smoothly. After questions, Ms. Holmes said they will try to stream-line the mid-term report procedure. She also gives the new web-site address:  
[www.salisbury.edu/achievement](http://www.salisbury.edu/achievement).

Sen. Roebeck applauded the efforts of the Center after calling yesterday and using the service and finding it extremely useful.

VII. Committee Reports.

- a. Michael O'Loughlin, discusses the ad hoc committee that is reviewing the present status and future of the University Forum.
- b. Updates the Senate on the progress of the likely restructuring of the Forum. Says a meeting will occur Monday, but that the ideas is either to revive the current structure or to revise it - the latter is most likely with a new structure. The proposed new structure would have a new name, possible the University Governance Association with a governing committee tentatively titled the Association Coordinating Committee and the current Forum committees will still exist (as long as there is still a need for them) but will probably be renamed as University committees. The Forum will still exist, but only meet when called - as it had not met often in the past few years. We do think the Association Coordinating Committee should be revived and should be required to meet 4 times per year and should bring together the different groups on campus and to oversee the 15 university committees. The Committees will make reports to the ACC which will make certain the 3 governing groups will be informed.
- c. The other recommendation is that, at present count there are 15 committees, we aren't sure they all exist at the moment. Perhaps consolidate or eradicate those that are not filling a specific role/need on campus (or the one ones that are not active in any sense).
- d. Comments: Sen. Shannon - wondered if the chairs of the University committees should be ex officio members of the ACC?
- e. Pres O'Loughlin will bring that up, but wonders whether that will be the most efficient way of addressing concerns. Sen. Khazeh suggests just having the ACC email the Chairs to alert them as to any needs
- f. Sen Scott commends Pres O on his work and that this is much needed. Sen. Khazeh

VIII. Old Business:  
None.

IX. President gaveled the meeting adjourned

Respectfully submitted by the Secretary.