

Academic Assembly
January 14, 2019
2:05 – 3:35pm, STCN 130

MINUTES

Present: Felipe Anaya, Sarah Bee, Pat Buchsel, Terri Clark, Mark Cohan, Marc Cohen, Miles Coleman, Clara Cordova, Cayla Duckworth, Charlotte Garden, Arie Greenleaf, Ben Howe, Naomi Hume, Nalini Iyer, Kate Koppelman, Kathleen La Voy, Shane P. Martin, Ben Miller, Frank Shih, Gregory Silverman, AJ Stewart, Colette Taylor, Kirsten Thompson

Minutes taken by Rosa Hughes

- I. Review of Minutes
 - A. 12-3-18
 - 1. 15 approve, 0 oppose, 2 abstain
 - B. 11-19-18 (already AcA-approved, now considering only additional proposed HR edits)
 - 1. 14 approve, 0 oppose, 3 abstain
- II. Chief Financial Officer *Connie Kanter*
 - A. Overview of SU Finances
 - 1. Looking to the future, net tuition is not meeting rising compensation and cost of living
 - 2. Between FY05-12 revenue grew 62%, since FY13, has only grown 12%
 - 3. Undergraduate enrollment relatively flat since FY12, Law and Graduate enrollments are down (except in Nursing and S&E)
 - 4. Undergraduate tuition rate increase has been kept to 4% for the last four years
 - 5. FTIC discount rate has stabilized (low volatility year to year), but continues to rise overall
 - B. Discussion
 - 1. Encourage AcA to continue conversation with HR to pull out administrative salaries in compensation breakdown chart – currently distributed between faculty and staff categories depending upon classification
 - 2. Program-specific fees are not included in tuition and fees calculations
 - 3. Undergraduate housing limitations to enrollment
 - a. Freshmen and sophomore required to live on campus
 - b. New Vi Hilbert Hall does offer more flexibility for upper classmen
 - c. Services promised are more than just housing – advising, career services, disability services, and so on
 - d. Percentage of undergraduates living on campus is closely correlated with retention
 - e. Also means utilizing facilities better than we have – more classes at less desirable times
 - 4. We have not developed the academic profile and/or marketing ability to raise market reputation of perceived value
 - 5. Athletics is less than 5% of operating budget
 - 6. EVP includes Athletics, Campus Ministry, Public Safety
 - 7. MarCom includes any university-wide marketing expense, there are additional marketing dollars specific to schools and colleges
 - 8. Two choices: find a way to grow revenue or find a way to reduce compensation – tough choices will have to be made about things that support our mission
 - 9. Market equity for faculty is a priority of Cabinet

- C. Goals for Budget Process
 - 1. Reduce burden of budget process for the university
 - 2. Reduce campus focus on financial matters and limited resources
 - 3. Ensure appropriate time is available for Cabinet and Deans to identify expense reallocations in a collaborative manner
 - 4. Shift focus of university leadership from financial matters to how to best serve out students, faculty and staff
 - 5. Identify mechanisms to discuss university initiatives outside of the budget process
- D. Key Changes to Budget Process
 - 1. Streamline FY19 October Review
 - a. Cabinet meetings 2 days -> 1 day
 - b. Limited New Funding Requests
 - 2. New Timing for FY20 Budget Cycle
 - a. Cabinet/Deans kickoff after Thanksgiving / Campus rollout after Christmas
 - b. FY20 Planning Variables shared with Board in February (formerly November)
 - c. Cabinet budget deliberation meetings 3 days -> 2 days
 - 3. Campus Engagement
 - a. Role of Deans, Budget Advisory Committee, broader campus
 - 4. Financial Management Outside of Budget Process
 - a. "Little b's" – long list of complex and interrelated budget issues that do not necessarily fall under one Budget cost center or area of the university

III. Provost Update *Shane P. Martin*

- A. Budget reflection
 - 1. A student success initiative has been introduced to Provost's Council and will come to AcA once finalized – focused on employing high impact retention practices
 - 2. Enrollment Management is a balance of discount rate, financial aid, percentage of full pay students
 - 3. SU must improve our marketing and telling our story on the West Coast and across the country

IV. SU Board of Trustees (BoT) Chair *Nicole Piasecki*

- A. Introduction
 - 1. Served on the BoT for eight years, became chair in May 2018
 - 2. Several leadership roles in business and government
- B. Overview of BoT
 - 1. Confusion about the "product" that we offer to students and their families – this is driven by our faculty who understand this from the inside
 - 2. Academic excellence has become a main priority of the BoT and centered in the work
 - 3. Role of BoT
 - a. Fundamentally the Trustees are fiduciaries of SU, working to ensure the sustainability of the institution in both the near and long term, protecting assets
 - b. Also includes hiring the chief executive (President), assessing their performance, review of compensation overall
 - c. Ensure strategic planning process including a long term financial plan with investments and then monitor its implementation (previous strategic plan was not followed through fully)
 - d. Make sure the right policies and practices exist at the university, which necessitates a trusting and communicative relationship between BoT and all SU constituents
- E. Discussion

1. Endowment
 - a. We draw 4% from endowment annually
 - b. Some endowment funding is being raised in the Capital Campaign, but would like to see this grow
 2. Communication and Information
 - a. Currently, each standing BoT subcommittee includes one or two each of faculty and student representatives, and the full BoT includes the AcA President
 - b. Although representatives are there, there is not a successful feedback loop for these representatives to report back to their constituents
 - c. Suggestion for Trustees to visit classes to understand both the constraints and the innovative work going on
 - d. The BoT is aware of the ongoing and important issues with quality of data available (for example, tracking data for majors, minors, student records, etc.) in the work of faculty and others
 - e. Faculty feedback and involvement will be absolutely pivotal in the next President search, as well as financial priorities generally
- V. University Assessment Committee Charter Revision Proposal**
- A. Two minor proposed revisions for clarification
 - B. Motion to approve the revisions, will vote at next meeting
- VI. Committee Announcements**
- A. URTC CSE Rep vote 1 via email to Rosa
 1. 10 approve, 11 oppose, 1 abstain
 - B. URTC CSE Rep vote 2 via online poll
 1. 7 approve, 10 oppose
 2. Request to please be discreet in discussion of this
 3. Motion for AcA to remove the faculty member's name from the 12-3-18 minutes (leaving college identifier)
 - C. Faculty Salary Committee (17 voted)
 1. Tina Zamora 111, Connie Anthony 91, Mathew Isaac 85, Peter Collins 83, Katya Emm 80, Elizabeth Dale 70, Brian McCullough 47, Alex Mouton 39
 2. Names and vote counts forwarded to those convening the committee for consideration
 - D. Undergraduate Operations Council
 1. Call for two nominees will go out via email
 - E. Textbook Access and Affordability Initiative
 1. Call for nominees will go out via email
 - F. Committee on Committees
 1. Goal to have bylaws and membership decided by end of winter quarter
 2. Take up work in spring for next year
 3. The AcA bylaws subcommittee will bring forward a motion to incorporate a Committee on Committees into AcA bylaws
- VII. Academic Policy Committee Discussion**
- A. Background
 1. Draft of subcommittee structure was approved by AcA in 2015, with the plan to start work and bring back a more complete charge/membership proposal in the future
 2. The Registrar, who previously convened the committee, left SU in the last year and now there are pending policies that need revision
 3. Seeking AcA approval to reconvene the committee using the updated draft of committee structure

B. Discussion

1. Was never disbanded, no formal approval needed to reconvene
2. Need a close communication structure with AcA
3. Faculty appointments should include those who are familiar with academic policies
4. Perhaps this committee also look at academic affairs policies – this can be taken up by the Committee of Committees