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2022-2023 FACULTY SENATE XXVII - November 28, 2022 Minutes Summary

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UNIVERSITY OF NEW HAMPSHIRE
2022-2023 FACULTY SENATE XXVII

The fundamental function of the approved minutes of the Faculty Senate is to accurately document actions taken by that body. Additionally, the minutes traditionally seek to provide context by capturing some statements of Senators, faculty in attendance, and guests. The minutes do not verify the veracity, authenticity, and/or accuracy of those statements.

Meeting called to order at 3:10 PM on November 28, 2022, via ZOOM

MINUTES SUMMARY

Roll: The following senators were absent: Peshkova, Druskat, Lyon, Mohr, McKinsey (fall proxy Ramadanovic), and Karaivanova. Guests were Provost Wayne Jones, SVPAA Kate Ziemer, UNH Athletics Director Allison Rich, Catherine Peebles, David Plachetzki, Kristina Varga, Christian Lipovsky, Caroline Kanaskie, and Sarah Batterson

I. Comments by and questions to Provost Jones

Fiscal Year 2023: P1 is nearly done and will be uploaded to the Board on Thursday. It's looking as though the budget numbers are roughly < \$10 million off budget. Normally, this number is \$20 million. The reality is more money is always spent in the beginning of the year. Revenues came in ok and are essentially flat with some up and some down. The good news is there is no need for cuts, the bad news is there isn't additional revenue to put towards hiring.

Fiscal Year 2024: Fall 2024 applications are up about 4%. The numbers are very good for international students. These international applications are up for the Spring too. Manchester has over 140 extra deposits from what they had planned for. Additionally, the university is requesting a 3% budget increase as well as an additional one time money request from the state legislature. Members of the administration did a tour of the state and in particular met with members of the legislature who sit on the budget committee.

RAM: Wayne began his presentation by thanking the Agenda Committee for their feedback from a similar presentation they received last week. Wayne went on to share the ways in which the RAM development was reflective of shared governance. Back in 2019, Provost Jones met with the faculty Senate chair and the Agenda Committee. The Huron Report identified a need to look deeper at the RCM process. In January 2020, Wayne did a presentation to the AC on the RCM. Then COVID hit and at that point the goal changed to simply keeping the university running. Since January 2020, the university has gone through 2 CFOs with the current CFO starting last year. There has been faculty representation on the budget committee. In addition, the Faculty Senate FAC was kept up to date throughout the process.

Provost Jones went through a series of slides explaining the new RAM budget allocation model. Highlights include:

Resource Allocation Model: is an allocation tool that distributes financial resources generated for strategic initiatives and common or shared overhead costs.

There are 3 components:

1. What are the direct expenses which represent the cost of doing business.
2. What are the strategic initiatives that we want to drive that align with our strategic priorities?
3. What are the overhead costs to make sure that we have lights on and the snow plowed, etc.

RAM attributes include simplicity; aligning revenues with strategic priorities; use RAM to help define strategic priorities; and being aware of trends.

There are revenue units and cost centers. The old RCM treated everyone as generating revenue. The new model recognizes not all units needing funding generate revenue, but instead represent cost centers.

There are significant changes to the number of taxes and the tax assessment rates. RAM moves away from credit hour generation as the primary mechanism of funding.

The new model is being presented across campus in one on one meetings with deans and finance directors of revenue centers. Currently, Marcel Vernon has met with 40% of the revenue units.

Question: A CEPS senator asked for clarity regarding how the current credit hour weighing does not capture values. He gave the example of undergraduate research or outreach. Is there a tangible way RAM will capture these values?

Answer: Wayne answered values could include graduation and/or retention rates, advising, honors programs and internships. Recognition for the importance of PhDs and graduate students.

Question: Another CEPS senator asked if we're moving away from credit hour generation as the metric of department performance, what do departments that have a high service expectation do to ensure stability in their allocation from this model?

Answer: Provost Jones replied, "RCM was never intended to go to the department level, period, full stop. And RAM is not intended to go department level either. We trust the department chairs and the deans working together on their executive committee to take these allocations and deploy them to the best effect. Forty percent of revenue is still going to credit hours. So those units that are large service units, still get that benefit. But you'll also have the benefit of service units who are doing a good job getting students through so that we retain them and graduate in four years. There's an incentive to the college that the department chairs will have with their dean to focus on those as the way of generating revenue. There will always have service courses. But now, the more successful the service courses are in generating students that become majors and that stay at the university, there'll be a benefit to the college to doing that."

Question: Vice-Chair Vidya asked, "what happens when there is a situation when a when a unit puts in a request for a budget, but they're not able to meet the revenue in terms of revenue generation. How do you balance when there's a mismatch between what they budgeted and what they generate?"

Answer: This depends on whether they are a revenue generating center or a cost center. If it's a cost center that would result in a negotiation between the cost center and the budget team. At the college level the dean would be asked what are your strategic priorities for hiring? Additionally, does this new expense generate revenue? RAM sets aside \$6 million available for strategic investments that result in a return on investments.

A Law senator asked "How will a particular college be able to know if they're suddenly going to be expected to cut expenses separate and apart from the revenue allocation?"

Answer: Provost Jones said if the RAM works as it's supposed to there won't be those surprises. "The core answer to your question is that within the community incentives pool, we want to create enough of a pool so if there are changes within a unit, we can soften that blow. And if there's a unit that is inherently more expensive to run, but critical to our mission, we have resources to deploy in that direction to support it."

The Law senator went on to ask, "Are you concerned that this will reveal expensive parts of the university that may incur political pressure to reduce costs even if they are inherently expensive to run. And so that's not really practical."

Answer: "I do worry about that a little bit. I think the best way to fight against it is to make sure that this is transparent enough that once a year the provost can come and talk about what does this look like for each of the units? RCM was so complicated that we really couldn't do that. And it led to the board trying to make some decisions based on what they perceived as efficiency of operations that were actually just differences in running different types of academic units. I think RAM is going to allow us to be more transparent."

A CEPS senator asked for Wayne to elaborate more about the budget and how it's going to change between the two models. In addition, do you have any concerns or worries? In particular, do you have worries about the CEPS budget?

Answer: CEPS as an institution had the highest weighting factor, and therefore for many years, CEPS had what appeared to be an overall performance or \$5 million to the black. Other colleges that had a lower weighting factor were in the negative. Even teaching the same lecture course had a weighting factor that was driving revenue differences. Then because we let these revenues not follow the model that had been established, we end up with colleges with negative \$20 million and colleges with positive \$20 million. Since you asked about CEPS in particular, I think CEPS is going to end up near flat, but is going to have the opportunity to say, "Well, we don't generate a lot of master's degree, but we do generate PhDs, maybe we can grow that."

The senator repeated his question and asked if there was anything Provost Jones was worried about. The answer given was a concern that the university is not given enough state funding to do what they do. The example given was a state legislator who remarked to Provost Jones that the university doesn't have that many instate students to which Provost Jones replied, yes, because we need the funding the out of state students provide. In addition, there is always a concern related to a rapid shift in enrollment that is currently unanticipated. Lastly, is there something else coming down the pipe? And how will this budget respond to those unexpected changes? Wayne believes there are more levers in this budget. The budget can be more transparent in the way we deploy those levers. But it's something that he worries about.

The same CEPS senator also wanted to ensure the international office continues to be well funded with the ability to provide supports to international students. Provost Jones shared the international applications are coming roaring back. It is true the international office did get smaller due to COVID, but it's looking as though there will be an opportunity to grow that back. It's important to help these students with housing. There is a challenging housing environment in the Northeast, particularly in the Boston, New Hampshire corridor. There is also a need to be more transparent about what the opportunities are and are not in coming to UNH or to any US institution.

Another CEPS senator referenced the weighting factor in the RCM that captured labs, music spaces, or art studios, etc. How will the new model account for these add-ons to courses that require additional spaces?

Answer: RAM will create community support buckets for this high-impact learning bucket. For those high-impact learning areas such as labs, music, etc., RAM will work with the deans directly to make sure that those needs are being supported but cannot be used to optimize funding dollars. Negotiations will take place between the deans and provost to ensuring these added needs are accounted for in the budget allocations to the colleges.

A question was asked in the chat about how the university can better engage with the state legislature. Wayne shared this is an ongoing challenge, but that President Dean has done a great job ensuring his presence. He joined the NH Business and Industry Association. From there he was elected to the executive committee. He just presented to the BIA the university's legislative funding proposal and is taking the BIA's endorsement to the state legislature. The university needs to engage with the legislature and through engagement build trust. Based on this trust, we can help to solve their problems. Then we can start to talk about what is the university's return to the state. From there the university can talk about how the state's investment can make a difference.

A COLA senator asked how the university might capitalize on the stellar student population as a resource. Provost Jones then talked about the listening tour across New Hampshire. There were a couple of dozen students and ten faculty who participated in that.

A CEPS senator shared his experience at conferences where faculty from other universities are engaged in branding by wearing university garb. Would UNH consider this?

Answer: The RCM model did not set aside such funds, but the new RAM model does have funding for these types of initiatives.

Provost Jones left the meeting

II. Comments by and questions to the chair

Student Senate Resolution re Thanksgiving Break: The resolution seeks to expand the break to include the Monday and Tuesday of Thanksgiving week. Matt will be sending this to the Academic Affairs Committee.

Grad Council Proposal re E-Terms: This grad council proposal is not related to E-Term revisions. This does not impact the summer schedule. Matt will be sending this to the AAC as well.

Matt opened the floor to questions.

Ivo Nedyalkov, Chair of the RPSC asked to revisit the discussion at a previous senate meeting regarding the level of comfort senators feel at speaking up at meetings. At a recent RPSC meeting the group had a good conversation regarding this topic. The committee is recommending that FS have an off the record conversation about this topic at a future meeting and perhaps offer some anonymous polling to get a better sense of how senators feel about expressing their opinions.

Chair Matt agreed saying he appreciates the necessity of this kind of dialogue.

III. Approval of the November 14, 2022 minutes

The minutes were approved by unanimous consent.

IV. The Future of the Library Committee

Chair of the Library Committee Kathrine Aydelott was given the floor to offer a presentation on the future of the Library Committee. Kathrine began by sharing that last year, one of the charges to the Library Committee was to review and possibly update the Library Committee's mission, which Kathrine notes is broad in scope. Kathrine went on to share that the Library Committee is the only standing committee of Faculty Senate, where there is a corresponding administrator. For the LC, that is the Dean of the Library. As such the Library Committee is the only FS standing committee that oversees or monitors work of an academic body with a dean and a tenure track faculty member. This coupled with the broad mission statement have created some challenges for the committee.

Challenges facing the Library Committee:

- The library dean and the LC at times are in disagreement with regards to the dean's role within the committee. Without specific guidelines, expectations vary.
- The role of the library faculty in the Library Committee. The library faculty are not referenced in any materials related to the LC which leaves the library faculty feeling disenfranchised from the work of the committee.
- Lack of documentation related to the history of the committee and its work.

During the Fall 2021 Caucus with the Dean, issues noted above were shared with Dean Fulton. What came out of that caucus meeting was the sentiment, if the library is today better positioned to address concerns on its own through regular academic channels, then the committee should be disbanded.

Kathrine shared regular academic channels include:

- Concerns can always go directly to the dean of the library.
- Concerns could go to the library's associate dean who is in charge of the day-to-day operations of the library.
- There is a library faculty chair, which serves as the department chair.
- Concerns to the provost to whom the dean reports.
- The library also has a long standing group of department representatives with whom the library communicates. This group of department representatives provides another academic channel through which concerns about the library could be addressed.

In discussing the future of the Library Committee with the Agenda Committee 3 paths were identified.

1. Leave the committee structure alone and do nothing. This choice is not the best path as the committee as such isn't really working anymore.
2. Change the committee structure from a standing to permanent committee. This choice would allow faculty other than senators to sit on the committee. This could open the door for more library faculty to sit on the committee and perhaps a student representative as well. There would be a charter developed to govern the work of the committee which could include an annual report to senate. This charter could help to address the issues noted above.
3. Sunset the committee. Sunsetting the committee is not an indication of the library's importance to the university. The committee could be re-instated should the need arise. Current charges could be reassigned to other committees. Current committee membership too.

The floor was opened to questions and comments.

Chair Matt asked Kathrine to further explain how department representatives collect information from the library and from their respective departments. How is that information shared?

Answer: For some time, the library has had department representatives that communicate with subject librarians. It is the role of the department representatives to the library to communicate and distribute information. These department representatives communicate with the library regarding the purchase of materials, books, videos, data sets, etc. These department reps serve as a liaison between the department and library. This being said, there is some unevenness across campus. Not every department is the same.

A CEPS senator had two questions for Kathrine. 1. Could the LC get an additional charge related to oversight of what has essentially become an electronic library for the purposes of teaching and research and therefore the oversight of how those collections are determined and budgeted? 2. What would be the vision statement of the library? This senator referenced the library as a good thinking space for students. Lastly, can faculty representatives handle the depth of these issues? He felt their department's library representative has not been very effective. The Library Committee is viable.

Answer: The Library Committee has dealt with budget questions for many years. The budget questions flow from the Library Committee back to the library faculty. The library dean gets the budget from the provost. If there are library budget concerns, it might be better to take those to the Finance and Administration Committee as they are more familiar in working with budgets.

The senator then went on to ask about Open Access. Should UNH be supporting Open Access? There are questions related to the library and budgeting that go beyond the FAC.

Kathrine shared many of these issues have been discussed in the past. Eleta Exline did a presentation [December 13, 2021] to Faculty Senate last spring on Open Access. Challenges to Open Access include the P and T criteria still advantage faculty publishing in prestigious journals. Not all of the Open Access journals are supported in that way.

A COLA senator shared he had chaired the Library Committee in the '90s and valuable work was accomplished. The library committee can continue to do valuable and important work. There was a member of the library faculty on the committee at that time. The committee assembled statistics comparing the right to funding of the UNH library with comparable institutions. The committee talked directly to the president of the university about that and urged greater funding for the library to bring UNH up to the level of peer institutions. The committee did work in close consultation with the library dean but made it clear that the Library Committee was not acting under her direction.

Kathrine replied the library faculty would be perfectly happy for the library committee to continue. In fact, the library faculty drafted a charter that might work as a pilot for a restructured Library Committee under the permanent committee structure.

Jim Connell a member of the Agenda Committee and Faculty Senate historian reminded the group that there would be documentation related to the work of the Library Committee found in the minutes of previous senate meetings. In addition, passed motions brought forth by the Library Committee to full senate can be found on the Faculty Senate website. Jim went on to ask if the library representatives serving as liaisons to the academic departments meet in a deliberative way.

Kathrine shared the group tries to meet once a semester and in fact there is a meeting scheduled on Thursday. Kathrine then shared the library was deeply impacted by the Huron Consultants who slashed the library budget by \$1.5 million. Library budget cuts from the Huron Report were done in consultation with the FS Library Committee.

A former member of the Library Committee clarified that the committee did not work with the Huron consultants. The committee was reported to. The relationship was not collaborative. Kathrine clarified her remarks to say the chair of the Library Committee, at that time, was part of the Huron writing group.

COLA senator said she was in favor of keeping a Library Committee due to an incident in 2014 when a shipping container of Arts and Humanities books were thrown away.

Kathrine shared much has changed in the library since 2014. There is a new dean and a new associate dean. The library has revamped its program related to library representatives. Steps have been put in place to prevent a repeat of 2014.

The next steps related to the Library Committee is to send back to the Agenda Committee for further review.

V. Presentation by Allison Rich, UNH Director of Athletics

Allison began her remarks by sharing here at UNH there are 20 sports with over 500 student athletes. Allison shared information regarding a program under development which she referenced as a Fellows Program made up of multiple liaisons for various teams from the faculty who can connect with the athletic teams and be there to provide any guidance. This support would be organic but might include faculty members attending practice and coming to games. If interested perhaps travel to an away game. In general, get to know the student athletes so that they have one more person that they can talk to who's not deciding their playing time.

Additionally, under development are college nights or department nights where faculty could come as a group to a game and be recognized for their attendance.

Allison shared a slide deck with information related to the athletics department and student athletes. She then opened the floor to questions.

Chair Matt asked about a situation he encountered whereby a student athlete needed a required course for graduation that was conflicting with practice time. It was Matt's experience that the coach was uncooperative placing the student in a very difficult position.

Allison shared that NCAA guidelines are clear that students may not miss class for practice. This conversation continued and Allison ensured the group was aware of the academic support arm to the athletics department who could/would intervene in this situation. Additionally, there were protocols and practices in place to ensure students are not pressured to miss class for practices.

A CEPS senator asked how he and other faculty might participate in the liaison program mentioned earlier. Allison reiterated this program remains under development. There is an athletics advisory board made up faculty members and chaired by Andy Smith. This will be the place for the athletic department to begin getting the program off the ground.

Catherine Peebles shared there are many student athletes in the honors program. She has found the student athletes in the honors program to be very respectful and responsible with regards to missing classes for games, travel, etc.

A COLSA senator shared he too has found the student athletes to be very responsible and committed. He noted these students are some of the best students he has had at the university. He is involved with an alumni group and will connect with Allison about how the alumni group might better engage with the student athletes.

In closing, Allison asked that faculty be sensitive to those student athletes who find themselves struggling academically. Please file the report that serves as an alert so that the athletic department can ensure the students get the needed academic supports.

The meeting was adjourned.