2020-2021 FACULTY SENATE XXV - November 30, 2020 Minutes

Summary

Faculty Senate

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Meeting called to order at 3:10 pm on November 30, 2020, via ZOOM

I. Roll: Knowles and Siggelakis were absent. Wilder was excused. The following were guests: Wayne Jones, Kate Ziemer, and Jay Calhoun.

II. Remarks by and questions to the provost - The provost provided the following updates:

- Approximately 4000 faculty, staff and students sign up for testing during the winter remote period and they are picking up their testing kits this week. Since students are not living on campus or taking classes on campus, they don’t have to register for testing, and we can’t force them to register for testing. However, 2300 of them did sign up. The Wildcat passes will be active and Health and Wellness will be reaching out to students who are thought to be living in town and they are not keeping up with their testing.

- There will be an opportunity for faculty, staff, and contractors to ask questions related to the shift to the UNH testing protocol in a Noon webinar on Thursday with Dr. Peter Degman, UNH physician, Marc Sedam who has been leading the conversations with the testing center.

- The state has pulled back from contact tracing for UNH as they are facing a large number of positive cases. Therefore, UNH will be hiring a few more contact tracers.

- The state has now requested additional support from UNH to do COVID-19 testing. The state still has CARES Act funding that they can use to help cover the cost and to help us cover some of our costs. Negotiations are taking place right now on this. However, we have been clear that our priority is to test our own campus before we can offer any overflow capacity.

- A lot of work is being done in the realm of hiring faculty with most of this work currently in the hands of the deans and department chairs. The work involves searches for approximately 23-25 tenure track lines and then another 10 or so searches for lecturers and clinical faculty.

- Nadine Petty, UNH’s Chief Diversity Officer, has been providing some resources, training, and support for departments, search committees, and department chairs in support of a more diverse group of faculty joining UNH in the fall. This work includes 1) use of a nationally recognized scoreboard for what departments should be doing to ensure that their pools are as diverse as possible, 2) building in some checkpoints with Nadine during committee processes and 3) encouraging larger semifinalists groups that are possible due to Zoom. The first rollout of information about this support will take place at the December 4 meeting of all Department Chairs.

The provost offered to take questions.
- A CEPS senator thanked the provost for all the hard work that went into making the fall semester a success. What are the plans for spring reopening if the number of positive cases is still high as we approach the new semester?

Wayne shared that the leadership team has formed a team to look at what we are going to differently based on what we learned in the fall. The number one thing that stands out from the testing data and contact tracing data is that the infections are predominantly coming from off campus, at a ratio of almost 5 to 1, off-campus vs. on-campus. That tells us that we need to be doubling down in terms of our off-campus partnerships and putting in place some new strategies for working with off-campus students. Students, staff, and faculty have made suggestions to Kenneth Holmes and his group. So, we’re putting together a task force to specifically look at that.

We are also looking at the dozen or so metrics that we have. Some of these turned out to be less critical than we had expected and some more critical. So, each metric is being reviewed individually. We are also thinking about whether we should be thinking more granularly about the different conditions we might operate in. For example, instead of yellow, orange, red, perhaps we need a couple of intermediate steps in there that we can target.

- A COLSA senator raised a concern about the disclosure and release that faculty and staff were being required to sign to participate in the UNH COVID-19 testing program that includes this statement, “In addition to public health uses some information that is not directly identifiable to you may be shared with researchers interested in conducting COVID related research. If information that could indirectly identify you will be shared with researchers, including within UNH, release of that data will happen only after approval by an institutional review board for the protection of human subjects.”

The senator asked why it is a condition of being tested by UNH that a faculty or staff member has to agree to information being released for a medical study. Also, what exactly is the medical study going to do with regards to preventing COVID-19 transmission on campus?

Wayne responded that there are no plans right now to use the data. The language used is the generic boilerplate sentences that have been in the Health and Wellness disclosure anytime someone is treated there. The only difference here is the addition of the word COVID. There have been some questions about this language and the lawyers were going to go back and look at it. Wayne said that he didn’t know the outcome of that review. But, currently, there is no intention to share the data with anyone.

Tim explained that this is an ethical concern for him. He has participated in research studies in the past and in each case, he has known what is being done with his information ahead of time. Signing off on this UNH disclosure would appear to give the university the ability to use that information how they see fit and when they see fit in the distant future, and whenever they want to. Wayne responded that any use of the data would still require IRB review.

Tim clarified that as an employee of UNH he doesn’t feel that he should have to provide data as a condition of being tested. This is essentially forcing people that can’t do their job off-campus to possibly participate in a study even they may not want to for whatever reason they have. This is a concern from other faculty as well, but they have signed the release because they don’t have a choice.

Wayne responded that he encourages anyone who has a problem signing the disclosure to reach out to Health and Wellness with their question or concern. He also said that he can’t justify why this kind of
disclosure was put into practice at UNH a decade ago but the legal team is looking at it to see if there is anything that can be done.

Jim Connell suggested that the IRB (UNH Institutional Review Board) should be involved to review the language in the disclosure to ensure that it doesn’t violate IRB rules because it does raise issues about informed consent and coerced consent. The IRB may be able to offer advice about this concern. Wayne agreed that this would be a good idea.

The same COLSA senator asked for clarification about the contact tracing process at UNH. He said he was concerned because he and many of his colleagues have never been contacted by a contract tracer even though he is aware of students in his classes and labs who have tested positive.

Wayne clarified that UNH had worked out an arrangement with DHHS that allowed UNH to use its own contact tracing teams to support the state’s contact tracing effort. As the state got busier and busier, they have allowed us to have the conversations with students about who they have been in contact with. The UNH contact tracers have gone through the same training as the state tracers. The state has now pulled back from tracing at UNH altogether because they are focusing their tracing resources on at-risk populations. Therefore, Dr. Peter Degman and the team of UNH contact tracers, including additional ones that we are hiring, are doing all the tracing.

In response the question about the contact tracing process, a student who tests positive, is asked to identify people who were within six feet for more than a cumulative number of minutes. If that exposure does happen with an instructor, they will receive a phone call. Some faculty have been contacted, but it is very uncommon. In any case, all instructors should receive a letter from the Dean of Students Office when a student tests positive. As well, the student has been told to contact their instructors to let them know that they are not going to be in class for a few weeks. Wayne suggested that faculty should contact Peter Degman or attend the Thursday webinar if there are further questions about this.

- A CEPS senator responded to Wayne’s remarks about UNH’s efforts to get more diverse pools of candidates in the hiring process. He asked how “diverse” is defined and what happens if a candidate pool is not diverse enough.

Wayne said that he will be talking more about this at the Friday meeting of department chairs. Every search committee or every department is going to be asked to define ahead of time - before their pool gets built - what they think is the right amount of diversity, from their perspective, that would increase the diversity of their department and their pool. As well, the committees will be provided data in terms of the percentage of PhDs that are coming out under different diversity criteria and information about what the distribution looks like according to the Bureau of Labor Statistics. Nadine Petty is working to provide data of what the marketplace looks like. It is going to be a conversation and we must be active in terms of building a diverse pool.

In response to the last question about what happens if the pool is not sufficiently diverse, Wayne said that if that were the case, he would advise the search committee to keep building the pool. Don’t just go racing down the road until you have built a diverse pool. The job of the deans and the provost is to protect the search so that delays don’t threaten a search. We have to make sure that we backstop a committee wants to spend more time to build a bigger pool.
- A COLA senator asked about UNH’s role in distributing a COVID-19 vaccine when it/they become available. Wayne said that this is part of the spring planning process. In fact, he has asked the academic committees to consider what would happen if, due to a vaccine, we were in a position in April to pivot to green, instead of yellow.

UNH is part of the emergency distribution planning for the state and we have been working with DHHS on what that would look like. We do know that first responders are likely to be in the first line for the vaccine. Wayne said that he was involved in a briefing along with all of the towns in the state and there was a prediction that the first doses of the vaccine might be available for first responders before the end of month of December. We have in place plans to do vaccinations on campus that still have to be tweaked depending upon the timing. Chief Dean has taken the lead on those plans.

- A COLSA senator asked about any upcoming meetings of the NH legislature at UNH and what UNH will be doing to ensure that the legislatures wear masks, not drink beer, and be more respectful of our rules than has happened previously.

Wayne said that things are a little different now because the state has caught up with UNH and there are now rules across the state. The legislature is coming back to UNH this week on Wednesday for the annual Organization Day which is equivalent to inauguration day for newly elected senators and leaders of the different chambers.

A few things happened in response to the problems that happened when the legislature met on campus the last time, 1) the Student Senate wrote a very nice message to the leadership of the House 2) In response to the letter, the House Speaker actually met with the Student Senate and affirmed that they would follow the rules if they came back to UNH and 3) the Department of Health and Human Services has told the legislature that they can’t meet indoors, anywhere, at this time. So, UNH is working to facilitate the meeting outdoors on Wednesday.

III. Remarks by and Questions to Jay Calhoun, Interim CFO - The Senate chair, Erin Sharp, welcomed Jay Calhoun to the meeting and shared the news that, unfortunately, Jay will be departing UNH fairly soon. Jay shared information about UNH’s financial picture through some slides. See Appendix IV.1 for the slides.

Jay offered to take questions.

The Senate chair asked about Faculty Senate representation on the RCM overview committee that was mentioned. Provost Jones explained that the RCM Review Committee was put together approximately 12 months ago and there are plans to reconstitute it now. There were two or three faculty on the committee. He said that Jeffrey Halpern, chair of the Financial Affairs Committee, will be asked to serve. Wayne didn’t have the list in front of him to speak to this further.

Matthew MacManus from MCBS said that he was concerned about the general squeeze that is being placed on research faculty. Everyone knows that the F&A rates are going up over the next few years. At the same time, the services we are being provided have been drastically reduced, not only during the last several months when we’re all at home, but prospectively over the next several years by reduction in business services and facilities and other things. How do we plan to offset both this squeeze that is being placed on us, the lifeblood of our university – the research active, student-facing faculty members? We seem to be pushed at both ends.
Jay responded that this has been a major topic in this whole reorganization of the BSCs. He explained that part of the answer is that there will be a shared service center for research which will be managed by UNH, so the other institutions in the system, to the extent that they have research activity, will get folded into this shared service center, and a lot of the pre-and post-work will occur there. Louise Griffin will continue to manage that expanded group.

There is still plenty of concern about not dropping the ball on other aspects of support for research so one of the things that Huron has done in the context of this project is to do a lot of process mapping, some of which is research related. We expect to see these process maps in the next few weeks to see what Huron believes are the most sensible future state processes. When we see that we will be able to sort through what will be happening in the shared service center and what remains outside and where that ultimately will sit. There is work yet to be done but it is a very live topic, and lots of people have raised concerns about support for research.

Wayne added to the response that the issue is also wrapped up in the RCM conversation at the same time. RCM was built in 1999 in a growing environment. It was built in a manner where all FNA got distributed out to the units, and none of it was held at the Research Office. We literally have approximately 3% of our FNA that goes directly back to the Research Office to support the research enterprise. We need to look at that. We need to be able to reinvest those resources. The second thing to highlight is that Huron found that although our FNA rate is 51%, and on its way to 53%, the reality at the UNH campus is that we only return about 20%. So, we’re returning less than half of what our visible rate is. Marion McCord and the Research Council have been talking about some ways that we can manage that better and get a better return on that yield and then be able to invest it.

Jim Connell pointed out that some UNH researchers do some very exotic things, including what his group does in building space instruments. He shared that the procurement process doesn’t always respond to the unusual nature of some research needs. For example, he was asked to get three bids on synthetic diamond wafers even though there are only two companies in the world that make them.

Jay responded that the centralization of procurement in the System office needs to grow its way into recognition of some of the specific and special needs are raised in this example. There is insufficient recognition at times of those things that are truly specialized that can be put out to bid that have to be bought from a certain vendor etc. Given that the procurement organization in the System office is relatively new with new leadership, I think that’s just growing pains and they are going to have to learn more about research in general, and what some of the procurement needs are around research.

Wayne said that he agrees with Jim and that is one of the reasons he was enthusiastic about one of the recommendations from Huron that we needed to have a separate research entity that manages that stuff so that the researchers don’t have to. He appreciates Jay’s commitment to helping us get that done. We have some work to do there. It is not perfect but if we can really focus our energy there and get all the expertise in one place will be much better off.

- Erin Sharp asked how UNH pays the System. She also asked if anyone has looked at the efficiency of the System office. As well, if the System Office is going to managing the finances of all the system institutions, how does this impact UNH?

Jay responded that the project to reorganize finance was initially a UNH-led project that became a system-led project to capture greater efficiencies on the transactional activity. However, given the dimension and
the scope and the complexity of UNH relative to the other institutions in the system, it has been more challenging to work our way through this exercise and make sure that we’ve gotten what we need in the way of a new organizational structure and the resources to support UNH. We are there at this point and we will move forward effectively.

In response to the question about efficiencies in the System office, because of some of these shared resources being present in the System Office, they are going to grow headcount some and that’s just part of this structure. I have to assume that with the help of Huron some judgments were made about the appropriate level of resource.

Wayne added that there is no direct tax on UNH for the central administration. We do get an allocation from the state, and a portion of that goes to the System. There are some services that the System does provide and there is a flowback for those services only. He expects that the new financial services model will run this way too. The System has actually done a pretty good job and they have decreased by about 20%, the cost of the System office over the last several years. With a small system with only four campuses, UNH represent 75-80%. I’m optimistic that having one financial set of books is going to be a positive place for us to be. I’m also very enthusiastic, that the research is going to sit at the System level like IT and some other areas are sitting now.

Jay added that an objective of the finance division is to get a much better read on our costs, mainly as they relate to specific activities - activity-based costing - because that will help us to make sure that whatever these exchanges are between ourselves, the other schools, and the System office they are based in real economic cost basis versus something that might be disadvantageous to one party or the other.

A CEPS senator remarked that he has been at UNH since 1983 and has, therefore, been through both types of financial systems - distributed and RCM. He said that he thinks that the Research Office has not allowed the faculty researchers, or any of the researchers, the ability to have as much direction over expenditures as they probably need to have. There probably have been some bad apples that ruined it for all of us but the reality is that, if you considered the time that’s required for us to do the minutia and the paperwork to get things, that would blow up our overhead rate, in and of itself. There are a lot of decisions on student labor rates to purchasing items that just need to be streamlined. It can’t always be the response that we are ineffective at understanding our own research and making expenditures for it.

Wayne said that he appreciated the point while he has never heard anyone refer to researchers as not being able to manage their budgets, it does have more to do with the point that some individuals have done things that anyone would consider to be very inappropriate. As a result of these actions, stops have been put in place. At the same time, we also must continue to be cautious about not overburdening or creating things that are too complex. I think getting this Research Office, one shared service center for research, is the best way to go. I hope that we will make it easier when we’re done.

The CEPS senator pointed out that Kronos is the latest insult. It was unleashed in the middle of a semester, let alone when we are dealing with COVID. It is just mind boggling that this happened.

- Jeffrey Halpern, Chair of the Senate’s Finance and Administration Committee, thanked Jay for his service, explaining that Jay has been a wonderful partner who has tried to answer all the committee’s questions as thoroughly as possible.
Jeff also commented that he has been advocating for greater shared governance, including the idea that the university must partner with faculty before systems roll out, allowing faculty of different distributions to use these services and test them out before the rollout. Kronos is the one thing that’s being cited a lot. I don’t know of a single faculty member who was able to trial it before it rolled out. The other example is the upcoming restructuring of the BSC. It is not clear if any faculty have been informed about or consulted about the restructuring of BSC. There is worry about whether this is going to improve or hinder possible research objectives. There are no faculty involved with the conversations to test out changes before they are rolled out. As a result, there is fear. Faculty involvement would also result in a better product because there can be a trialing the changes.

The Senate chair thanked Jay for his presentation and for his work at UNH.

Wayne closed out the conversation by saying that the CFO search has begun with the same search committee that had been in place. Erin Sharp is a representative on that committee as well as Stephen Ciccone from Paul College. In the interim, there will be a return to the model that was in place 6 months ago with Chris Clement, Kathy Provencher, and Wayne working as a tag team on the financial components

IV. Remarks by and questions to the chair -

- The chair started the meeting with congratulations to Kat Karaivanoa on the birth of her son. With the benefits of our Zoom meeting format, all were able to meet him!

- The ITC committee does have a charge related to Kronos, particularly to look at areas where Kronos might be impacting research and other issues.

- Scott Smith, the chair of the Discovery Review Committee, will be presenting the committees’ final report and recommendations to the Senate on December 7. A copy of the report is being sent by email to all senators today in order that you will have an opportunity to read it before the meeting.

- Erin welcomed Esham Dave, a new senator from the Department of Civil and Environmental Engineering. This department qualified for two senators due to the size of its faculty but had previously seated only one senator. They have now decided to seat a second senator.

- The December 7 meeting is the final Senate meeting of the semester. An updated Spring Senate calendar will be sent out this week, containing some changes from the previous version.

- Senators are asked to keep an eye on your email over the winter break. There is a possibility that we might have to do some last-minute restructuring of the spring semester based on COVID rates.

- UNH is doing Giving Tuesday, tomorrow, December 1. The focus of the communication for this fundraising effort is to encourage donations to the Student Emergency Assistance fund and also to a new fund to help support Diversity, Equity, and Inclusion initiatives, specifically around scholarship support. An anonymous donor has come forward and they will be donating $50 for every recurring gift made by a UNH faculty or staff member to either of these two priority funds

- The chair invited Catherine Moran to share an announcement. Catherine shared that an invitation will be sent soon for an online system-wide faculty summit that will be held from 10 AM to noon on December 18th. This summit is the outgrowth of a group called the New Hampshire Public Faculty Coalition. It is a group faculty of all stripes from all the system campuses. The group has been meeting for the last three
years, meeting every time the Board of Trustees meets. The presentation that Jay just gave is a fantastic example of how there is a lot of systemwide reorganization and it really calls to mind the need for all of the faculty on a really ground level to be coming together to be talking about issues of shared governance, of curricular issues, of advocacy for higher education from a faculty perspective and information sharing. Catherine welcomes any questions by email.

V. Academic Affairs Committee (AAC) motion on the five-year calendar - Joe Dwyer, Chair of the AAC, explained that the 5-year calendar approval is the responsibility of the AAC and the process for the committees’ work begins with the Registrar sending him a proposed academic and E term calendar. The E term calendar is not being presented today because there are some issues still being worked out.

Joe presented the motion to approve the Academic Calendar for 2025/2026.

**Academic Affairs Committee Motion to approve the 5-year Academic Calendar**

**Rationale:** In order to maintain an approved five-year Academic Calendar, the AY 25/26 must be reviewed and included as the last year of the five-year Academic calendar.

**Motion:** The Faculty Senate approves the proposed 2025/26 Academic Calendar as provided by the Office of the Registrar (see Appendix A), 2025/26 will be added as the last year of the five-year calendar, which includes the start and end dates for each of 4 regular terms throughout the calendar years starting from AY 2021/22 through AY 2025/26.

**Appendix A**
(Provided by the Registrar’s Office)

**Fall/Spring Semesters**

- 70 days fulfilled
- Equal number of MTWRF class days
- Spring Break delayed one week beyond mid-semester to avoid St. Patrick’s Day.
- Spring semester’s first reading day falls on May 5, Cinco de Mayo.

**J-Term**

- In-person J-term requires three Saturdays to equal 14 class days. The Spring Semester cannot start later, as that would push Commencement to Memorial Day weekend.

**Summer Term**

- Juneteenth added (per President Dean’s email week of 09/21/2020)
2025-2026 Proposed Calendar

SEMESTER I

Monday, Aug 25   Classes begin
Monday, Sept. 1   Labor Day, University Holiday
Monday, Oct. 13  Mid-semester, Fall break day no classes
Tuesday, Nov. 4   Election Day - no exams scheduled
Tuesday, Nov. 11  Veterans Day, University holiday
Wednesday, Nov. 26 No Classes (University offices open)
Thurs-Fri, Nov. 27-28 Thanksgiving holidays
Monday, Dec. 1   Classes resume
Monday, Dec 8 (70 days)  Last day of class
Tuesday, Dec. 9   Reading day; 6:00 p.m. final exams begin
Tuesday, Dec. 16  Final exams end

Class days: 14 days each for M, T, W, R, and F.

JANUARY TERM

Monday, Dec. 29  On-line classes & trips begin
Thursday, Jan. 1 New Year’s Day, University holiday
Friday, Jan. 2   On-campus classes begin
Saturday, Jan. 3 Classes meet (additional class day added)
Saturday, Jan. 10 Classes meet (additional class day added)
Saturday, Jan. 17 J-Term classes end (additional class day added)
(classes usually would end on a Friday).
Monday, Jan. 19  Martin Luther King, Jr. Day, University holiday

Three Saturdays ensure 14 J Term in person class days. We cannot start Spring semester later as that would push Commencement to Memorial Day weekend.

SEMESTER II

Tuesday, Jan 20   Classes begin
Friday, March 6   Mid-semester
Mon-Fri, March 16-20 Spring recess
Monday, March 23  Classes resume
Monday, May 4 (70 days)  Last day of classes
Tuesday, May 5   Reading Day or Curtailed Op Day (Cinco de Mayo)
Wednesday, May 6 Reading Day
Thursday, May 7   Final Exams begin
Wednesday, May 13 Final Exams end
Saturday, May 16  Commencement
Concerns were raised about the fact that the January term calendar includes three class days that fall on a Saturday. There is a concern that religious Jews are not allowed to work or attend classes on Saturdays. This calendar would therefore be problematic for Jewish students and faculty. Another faculty member also pointed out that Saturday classes disproportionally affect people who are primary caregivers.

Another senator pointed out that the Senate ran into some difficulty last year when trying to approve the Academic Calendar separately from the E term calendar. Therefore, it might be useful for the Senate to consider this calendar when the E term calendar is available.

Given that there isn’t an urgency to approve the calendar, it was agreed to postpone further discussion on it until the committee is able to work on the issue of Saturday classes and until the E term calendar is available.

VI. Academic Affairs Committee (AAC) motion on to move the Spring 2021 Add/Drop process fully online - Joe Dwyer, Chair of the AAC, presented the following motion:

**Rationale:** UNH will likely continue to be in a “yellow mode” of operation in the Spring 2021. The Faculty Senate passed a motion in the Summer 2020 to allow for a fully online ADD/DROP process for the Fall 2020. The change to procedures was made in order to reduce the amount of contact between students, instructors, and staff and to help maintain the COVID-19 classroom density recommendations.

**Motion:** The Faculty Senate approves moving the Spring 2021 ADD/DROP process fully online in light of the COVID-19 pandemic

Joe explained that the Senate approved a version of this motion to cover the Fall 2020 semester. This motion is simply a continuation of that into the spring semester. The committee has discussed whether this should be a permanent change. However, that is not being addressed right now since the committee is working on some possible improvements to the system given that we have had some experience from the fall. Any recommendations to improve the process will be brought forward if there is a motion to make this change permanent.

There were no questions or discussion. The motion will lay over until the next meeting of the Senate when it will be put to a vote.

VII. Report by the Information Technology Committee – Michel Charpentier, the chair of the Information Technology Committee shared a report that the committee prepared based on information from a committee survey as well as a survey conducted by Academic Technology. The report is also based on informal feedback from departments and from concerns forwarded on from the Senate’s Agenda Committee. *The report is attached as Appendix VII.1*

The Senate chair pointed out that this report was recently shared with the university’s spring planning committee.
Jeffrey Halpern shared that he recently learned that there is way to connect remotely to the lab computers in Kingsbury and other locations. Jeffrey shared the link to this information in the chat window, https://clusters.unh.edu/rdp/

Jim Connell made a motion to endorse the ITC report. The motion was seconded. **A voice vote was taken and the motion to endorse the report was passed unanimously.**

VIII. Report by the Campus Planning Committee from the xx SAARC meeting - Bob Eshbach, the Faculty Senate observer to the SAARC, presented information about SAARC, including information from the November 10 SAARC meeting. *See Appendix VIII.1 for the slides.* The Senate chair reminded all the that the detailed documents from this SAARC meeting were sent as attachments to today’s agenda. Bob pointed out that there is also information about this committee at [https://www.unh.edu/vpfa/saarc](https://www.unh.edu/vpfa/saarc)

IX. Adjournment: The meeting was adjourned at approximately 5:05 pm.

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Key to some useful UNH Acronyms

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<tr>
<th>Acronym</th>
<th>Description</th>
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<td>AAC</td>
<td>Academic Affairs Committee (Faculty Senate standing committee)</td>
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<td>AC</td>
<td>Agenda Committee of the Faculty Senate</td>
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<td>ASAC</td>
<td>Academic Standards &amp; Advising Committee</td>
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<td>APC</td>
<td>Academic Program Committee (Faculty Senate standing committee)</td>
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<td>BAC</td>
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<td>C&amp;PA</td>
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<td>CCLEAR</td>
<td>Clinical, Contract, Lecturer, Extension, Alternative Security, Research faculty</td>
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<td>CEITL</td>
<td>Center for Excellence &amp; Innovation in Teaching &amp; Learning</td>
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<td>CORPAD</td>
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<td>SHARPP</td>
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<td>SSSC</td>
<td>Student Success Steering Committee</td>
</tr>
<tr>
<td>SVPAA</td>
<td>Senior Vice Provost for Academic Affairs</td>
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Current Financial Issues

Presentation to the Faculty Senate
Presented by Interim CFO, Jay Calhoun
November 30, 2020

Current Financial Position

- Structural and COVID-related pressures on our financial condition.
- Structural pressure from unfavorable demographics and competition for students causing declines in incoming class size and net tuition per student.
- The Huron work (pre-pandemic) was designed to address the need to restructure costs to meet reality of a declining revenue trend.
- Overlays of enormous COVID costs and uncertainty about future operating environment significantly increase pressure and requirement to reduce cost.
- COVID costs to prepare for re-opening in the fall pushed us into an operating deficit for fiscal year 2020, and a much larger budgeted deficit for 2021.
- Actual results could vary significantly from the budget and put additional pressure on unrestricted reserves.
### University of New Hampshire
#### Operating Revenue and Expense (all funds)

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>CAGR</th>
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<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Gross Tuition &amp; Fees</td>
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<td>$344.0</td>
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<td>$365.4</td>
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<td>Financial Aid</td>
<td>(136.6 )</td>
<td>(126.7 )</td>
<td>(132.9 )</td>
<td>(117.8 )</td>
<td>(153.5 )</td>
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<td><strong>Net Tuition &amp; Fees</strong></td>
<td>$210.0</td>
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<td>$227.9</td>
<td>$247.6</td>
<td>$217.4</td>
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<td>34%</td>
<td>37%</td>
<td>37%</td>
<td>38%</td>
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<td>55.3</td>
<td>55.3</td>
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<td>145.4</td>
<td>145.0</td>
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<td>12.9</td>
<td>13.9</td>
<td>13.4</td>
<td>14.6</td>
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</tr>
<tr>
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<td>36.4</td>
<td>36.3</td>
<td>36.4</td>
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<td><strong>Total Operating Revenue</strong></td>
<td>$605.4</td>
<td>$607.1</td>
<td>$625.2</td>
<td>$627.4</td>
<td>$694.9</td>
<td>-0.02%</td>
</tr>
</tbody>
</table>

| **Operating Expense** |        |        |        |        |        |       |
| Salaries & Wages      | 279.3  | 280.0  | 294.1  | 294.5  | 290.5  | 1.91% |
| Employee Benefits     | 36.1   | 36.0   | 36.7   | 35.4   | 35.3   | 0.07% |
| **Employee Compensation** | $315.4 | $316.0 | $330.8 | $330.0 | $325.8 | 1.39% |
| Supplies & Services   | 138.0  | 143.9  | 147.7  | 146.8  | 138.1  | -0.01% |
| Depreciation (Plant & Equipment) | 43.0  | 46.2  | 47.2  | 47.3  | 51.1  | 4.41% |
| Other Operating Expense | 26.7  | 26.2  | 24.5  | 23.2  | 23.2  | -3.93% |
| **Total Operating Expense** | $581.3 | $591.2 | $612.1 | $601.3 | $607.1 | 1.09% |

| **Net Operating Income (Loss)** | $24.1  | $16.0  | $13.1  | $24.1  | $(2.3) |       |

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- Net Tuition and total operating revenue essentially flat over the 5-year period.
- Cash conservation efforts in 2020 limited the operating loss.

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*University of New Hampshire*

**Undergraduate Net Tuition - Durham - Educational & General Funds**

- Durham/UC Enrollment Fall
- Undergraduate graduation
- Undergraduate net tuition
Strategic Financial Objectives

- Reduce structural operating expenses
  - Goal of $40 million by fiscal 2023 – Huron initiatives

- Enhance ongoing expense management
  - Reorganization of Finance Division (FAR)

- Increase strategic support for revenue growth
  - FAR emphasis on use of some transactional savings to strengthen support for planning

Finance Division Priorities

- Complete FAR reorganization of finance resources
  - Reduce cost and enhance quality of financial services
  - Centralize and consolidate resources to enhance efficiency, consistency, and quality
  - Utilize System-wide shared services support for transactional activity
  - Enhance planning capabilities with greater support for:
    - Strategic initiatives
    - Multi-year planning
    - Scenario analysis and modeling
    - Risk management
    - Consistent analytical methods
Finance Division Priorities

- Revise resource allocation model / RCM
  - Identify major deficiencies of current model
  - Clarify resource allocation objectives
    - Alignment with strategic priorities
    - Simplification
    - Enhanced flexibility
    - Re-examined incentives
  - Deployment of new resource allocation model for the FY23 budget

FAR Project Status

System-wide effort to create efficient, high quality financial support services through scale economies, specialization, and reallocation of finance personnel

- Overall System-wide organization, including UNH Finance Division, is nearly complete
- Announcement of the new organization expected within the next week or two
- Existing in-scope positions will be eliminated
  - New positions, starting with leadership jobs, will be posted and available first for current finance employees
  - All hiring targeted for completion by April 2021
- Expected operating expense savings of at least $2 million at UNH and $3 million System-wide
Objectives

- Achieve positive margin by FY 2023
- Maintain ability to successfully pursue mission and strategic priorities
- Treat people with fairness and dignity throughout process

Progress To Date - Huron

Phase 1 (started January 2020)

- IT – end user
- IT – ERP
- Libraries
- BSCs
- Academic cost structure
- RCM review

Phase 2 (started Summer 2020)

- Facilities – motor pool
- Facilities – operations
- Procurement – strategic sourcing
- Research – F+A recovery

Phase 3 (2021)

- Athletics
- Enrollment yield
- Communications, marketing
APPENDIX VII.1

Report from the Information Technology Committee (ITC)
November 6, 2020

The Information Technology Committee of the Senate was charged with monitoring and reporting on any problems that arise from the implementation of new technology in classrooms to support teaching in a global pandemic. Committee members gathered informal feedback at the department level, from which the committee designed a survey of all the faculty. The survey was administered between Oct 5th and Oct 15th.

In parallel with this effort, Academic Technologies ran its own survey of the faculty, also focused on technology in the classroom. ITC reviewed answers to both surveys, jointly with Terri Winters, from Academic Technologies.

During this discussion, we identified three major areas of concern:

1. **The difficulty of teaching hybrid-synchronous and rotational classes.**

Many faculty members find it challenging to adequately teach their courses to in-class students and remote students at the same time. Although the specific difficulties vary from discipline to discipline, this is a concern that is being observed across the board. It should be noted, however, that this is not a purely technological concern, and that pedagogical difficulties would remain in the presence of better technology.

The consensus of the committee is:

- The number of mixed in-class/online sections should be minimized, as much as feasible. There are already efforts underway to replace these with fully face-to-face sections and fully online sections.
- Mechanisms should be put in place to limit the shift from rotational attendance to online-only observed in some courses (i.e., students who stop attending physical classes and rely on remote access instead).
- Although some faculty have an interest in online (including hybrid) education, others remain focused on in-class teaching, and are not eager to fundamentally alter their courses to fit university needs that are (hopefully) temporary. The strategy for many courses remains to “get by” until full face-to-face teaching can resume.
- Some courses have used low-tech methods to help mitigate technological difficulties (e.g., use students to monitor a chat box for questions). Relying on students currently enrolled in the course could have adverse effects on their learning. The university could support these efforts via (graduate and undergraduate) teaching assistants.
- Some faculty members have commented on their effective use of technology in teaching mixed classes (teaching face-to-face and online students at the same time). Their success stories need to be broadly shared. The committee discussed the possibility of a workshop and/or a repository of videos. (The “Education 2.0” committee may already be working on this.)
2. **Student access to technology.**

Another concern that appeared frequently in the surveys was student access to the necessary technology for remote learning. This includes access to hardware (e.g., laptops and tablets), software (e.g., necessary licenses for lab work), as well as Internet access (e.g., a suitable data plan).

- A “Tech Bundle” plan gives students access to loaner laptops. The program seems to be underused. It should be advertised more broadly, preferably before all courses switch to an online mode, and before final exams are administered online.
- CARES funds have been used to provide students who needed them with cellular data plans. These funds expire at the end of the year, and the university may need to plan for an alternate mechanism before the spring semester starts.

3. **Online assessment and academic integrity.**

The last major area of concern regularly mentioned by faculty pertains to online assessment (e.g., quizzes and exams), and in particular the increased risk of students cheating. This is a concern expressed widely across UNH. In some disciplines, Canvas is perceived as inadequate for many courses’ assessment needs. It often requires substantial work on the part of the faculty to recreate existing exams and quizzes on Canvas. The platform also lacks some flexibility (e.g., custom grading schemes, display of mathematical notations).

- Having access to online tools that fit existing assessment practices seems preferable to having to blunt exams and quizzes that have proved effective in order to fit them into Canvas.
- There is no technological silver bullet that can wholly address the cheating issue. Systems like the Respondus proctoring software can be overly intrusive and/or unreliable due to high false-positive rates. Like hybrid classrooms, this is an issue that is outside the range of technical solutions, and deserves a broader discussion.
- Academic Technologies has started to explore alternate tools for online assessment, to be used in conjunction with Canvas, or as a replacement. The committee recommended that newer companies be considered in addition to established players. UNH, however, has a need for scalability and reliability that not all companies can satisfy.
- A combined use of Zoom alongside the Respondus lockdown browser, as a remote proctoring mechanism, was explored by Academic Technology. Although the pairing is possible, it seems to combine high setup complexity and low reliability.
Appendix VIII.1

What is SAARC?
Space Allocation, Adaption and Renewal Committee

Charter
The Space Allocation, Adaption and Renewal Committee (SAARC) is a standing advisory committee to the President of the University of New Hampshire. It oversees the development, assignment, naming, and stewardship of all University buildings, grounds, roads, and related infrastructure.

Who is SAARC?

Committee Membership
Vice President for Finance and Administration (Chair)
Provost and Vice President for Academic Affairs
Senior Vice Provost for Research
Vice President for Student and Academic Services
UNH Foundation President & Vice President for Advancement
Chief of Staff, President’s Office
Director of Athletics

Ex Officio Non-Voting
Faculty Senate Representative
Dean’s Council Representative
Student Senate Representative
Graduate Student Organization Representative
Associate Vice President for Facilities
Associate Vice President for Business Affairs

1. R&R = Repairs
2. DMA = Deferred Maintenance Assessment
3. R&A = Renewal and Adaptation (Adaption)
4. New Capital Projects
Capital Reinvestment Strategy Approach: Directed toward Annual Renewal (Formerly R&R)

A balanced approach of tier target reinvestment based on the mission critical need to facilitate the uninterrupted education and housing of students on campus. This approach is based on the fundamental assumption that the University does not have the theoretical solid financial foundation to make quantitative “industry standard” decisions, but rather must rely on the constant monitoring of University infrastructure and buildings to strategically reinvest on a “mission critical”, “business centric need” approach to asset management.

Critical Facility Repair Demands:

Tier 1 Reinvestment:
- Building Envelope and Roofs
- Life Safety

Tier 2 Reinvestment:
- Building HVAC/Dynamic Equipment
- Building Systems
- Utility Plant
- Classrooms
- Roads and Grounds

Tier 3 Reinvestment:
- Building Interior
- Outdoor Facilities
- Demolitions

Budget spreadsheet
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<thead>
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<th>Ref #</th>
<th>RC Unit Name</th>
<th>Status</th>
<th>PROJECT TITLE</th>
<th>Total - SAARC Approved</th>
<th>Funded FY20</th>
<th>Funded FY21</th>
<th>Portal #</th>
<th>Fund #</th>
<th>FY20 Funds Transferred</th>
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<td>1</td>
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<td>12</td>
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**TOTAL SAARC Approved for FY20-FY21 - $8,735,000**