

**SENATE EXECUTIVE COMMITTEE**

**MONDAY, March 2, 2020**

**UC Aspen C | 4:00 p.m.**

**MINUTES**

**Present:** Anderson, Clinefelter, DeKrey, Feinstein, Fischer, Luger, Murry, Schuttler, Senbet,  
Toewe

**Absent:** Maxey

**Guest:** Quinn

**Call to Order**

The meeting was called to order at 4:01pm.

**Approval of the Agenda**

Approved without objection.

**Approval of the Minutes from February 17, 2020**

The minutes were approved without objection.

**Announcements**

Chair's Report (Luger) – No Report

## Special Report

Michelle Quinn – budget report

Along with many other institutions, UNC is facing tough financial challenges.

Previous decisions based on trying to ‘grow our way out’ resulted in reserves being spent down.

- Currently, UNC has about 70 days of cash on hand compared to over 160 days of cash on hand five years ago.

While enrollment at the graduate level was going well, enrollment at the undergraduate level was bought at the cost of large discounts for undergraduate students, meaning not as much money coming into the university.

As enrollment flattens and we experience a drop in new first-year students, it means there will be drops in the number of students who continue into future semesters.

Initial budget forecasts accounted for flat enrollment; we still need to cut \$5 million.

Academic support and student services is where the budget is disproportionate.

We are using Huron data to help identify issues with staffing and span of control; academic affairs and student affairs are areas that need adjustment.

Two big ideas: increasing automation of services and transitioning to the ASC model

- The bulk of cuts will be in academic affairs and student affairs.

Quinn’s areas (including Budget, Institutional Analysis, Facilities, Finance, IT, Risk Management, etc.) have identified \$380 million in savings.

At the same time, more money is needed for software updates, about \$360 million.

### QUESTIONS/DISCUSSION:

How many layoffs are out of student affairs versus academic affairs? The perception is that the layoffs do not look like shared sacrifice. The support within colleges is being slashed while the bulk of the hiring increase over the last several years has been in student support service areas outside of colleges.

- About 40 positions are within colleges and about 20 are from housing/dining. Student affairs is also implementing an ASC model.

Does UNC need to reduce housing and dining options?

- Yes, services will be adjusted to more efficiently meet the needs of students. We are closing Wilson down; there may be other halls closing. We are also exploring options for opening some as faculty housing.

How are enrollment numbers looking?

- Enrollment is down; deposits for Fall are down about 10%. We may be down about 100 undergraduates and about 75 graduate students.
- The new AVP for Enrollment Management needs to create a cohesive, proactive recruiting plan and learn from units who already have robust recruiting strategies.

When will faculty have to be cut?

- Cutting faculty is not on table at this time, although we will have to reduce the number of adjuncts.

Are there any updates on faculty workload?

- Colleges are developing plans; we may have more info on Friday. We are also developing data to examine program health. We also need to examine the cost/benefit surrounding course releases.

Dashboards on Power BI show data in areas such as admissions, student success, and faculty numbers by FTE.

- Full university budget breakdown is not currently built as a dashboard.

Do we have data on revenue/expenses by college and does it include undergraduate as well as graduate level?

- Yes, and it includes revenue and expenses for the whole department, not just undergraduate or graduate levels. The intent is to eventually shift the budgeting model back to one where the college budget is based on their relative revenue/cost. Student credit hour production will be taken into account along with consideration for majors and service to other programs.

Luger asked for numbers on budget cuts from each of the five areas of the university.

Clinefelter thanked Quinn for the helpful Budget 101 sessions.

### **Unfinished Business**

#### Faculty Senate Scholarship

- There is one student who qualifies and is doing student teaching in the Fall and will finish degree requirements that term.

#### Elections Process

- Call for nominations is underway; elections for Faculty Senate will occur next week.

### **New Business**

#### Constitutional Amendments

- There could be three items to do after Spring Break:
  - Removal of term limits for Faculty Senate
  - UGC – minor changes to 2-3-107(1)
  - LAC – changes to the structure of the Core Curriculum Committees
- Amendments require approval of the Senate, Executive Committee to hold a forum, approval of the voting faculty, and final approval by the President and the BOT.

#### FPAS memo

- Faculty Perceptions