

**CAS Dean's Council Meeting  
Draft of May 1, 2019 Minutes**

**Attendees**

Dr. Bill Abbott, Director of Irish Studies  
Dr. Peter Bayers, Director of American Studies  
Dr. Patricia Behre, Chair of the History Department  
Dr. James Biardi, Director of Environmental Studies  
Dr. Angela Biselli, Chair of the Department of Physics  
Dr. David Crawford, Director of International Studies  
Ms. Jean Daniele, CAS Director of Operations and Budget Manager  
Dr. Sara Diaz, Director of Italian Studies  
Dr. Ryan Drake, Chair of the Department of Philosophy  
Dr. Robert Epstein, Chair of the Department of English  
Dr. Dina Franceschi, Chair of the Department of Economics  
Ms. Stephanie Gallo, Director of Career Planning for CAS  
Dr. Johanna Garvey, Director of Black Studies  
Dr. Sean Horan, Chair of the Department of Communication  
Dr. Matthew Kubasik, Chair of the Department of Chemistry & Biochemistry  
Dr. Maggie Labinski, Director of Peace & Justice  
Dr. Anna Lawrence, Director of Women, Gender & Sexuality Studies  
Dr. Janie Leatherman, Chair of the Department of Politics  
Dr. Danke Li, Director of Asian Studies  
Ms. Andrea Martinez CAS Senior Assistant Dean  
Dr. Margaret McClure, Chair of the Department of Psychology  
Dr. David McFadden, Director of Russian, East European & Central Asian Studies  
Dr. Eric Mielants, Chair of the Department of Sociology  
Dr. Irene Mulvey, Chair of the Department of Mathematics  
Dr. Martin Nguyen, Director of Islamic World Studies  
Ms. Kim Nickolenko, Director of Career Engagement, CAS  
Dr. Nels Pearson, Director of the School of Humanities  
Dr. Elizabeth Petrino, CAS Associate Dean  
Dr. Shelley Phelan, Chair of the Department of Biology  
Ms. Saadia Rafiq, CAS Assistant Dean  
Dr. Marice Rose, Chair of the Department of Visual & Performing Arts  
Dr. Katherine Schwab, Director of School of Communication, Arts & Media  
Dr. John Slotemaker, Chair of the Department of Religious Studies  
Dr. Glenn Sauer, CAS Associate Dean  
Dr. Margaret Wills, Director of Bachelor of Professional Studies  
Dr. Jiwei Xiao, Chair of the Department of Modern Languages & Literatures

**Guest:** Dr. Christine Siegel, Provost

Dean Greenwald said the focus of the meeting would be University budget overview led by Provost.

Provost Siegel was happy to have the opportunity to speak with the Dean's Council committee to discuss the structure of the budget at the University wide level.

The Provost said the money used for operations comes from three sources:

- Main source Tuition, room & board and student fees
- Endowment
- Restricted funds
- Faculty lines are approved by the Provost in discussion with the Dean and EVP Lawlor

The Provost shared a presentation that was presented to the Board of Trustees by Kevin Lawlor at the March 28<sup>th</sup> meeting.

State of the Business Model overview

- Conservative fiscal policies (modest increase to tuition)
- Decreased draw of endowment (was over 5% scaled back to 3 ¼ %) Endowments allow a University to plan strategically. Endowment fund is invested in stocks and bonds and overseen by an investment team.
- Undergraduate tuition powered the business model - increase to tuition and class size has increased the tuition money intake by five percent per year. We are reaching the max size for undergraduate enrollment.

Revenue trends overview

- Undergraduate and study abroad tuition growing at 5%
- Room & board growth approximately 4.5%
- Graduate tuition 5% rate
- Part time rate
- Auxiliary and other (summer camps and events)
- Larger endowment / donations
- Total revenue growth over past five years is at 4.7%
- Financial aid growing at 8.2%
- Net total growth is 3.4%

Costs to the University

- Sodexo
- Financial Aid
- Medical & dental expenses are over budget for this year
- Compensation and retirement

Long range plan (2019 – 2023)

- Healthy contributions – strong endowment
- Leverage restricted and endowed funds
- Steady growth to tuition / room & board
- Maintain costs
- Grow online, part-time, graduate and certificate tuition
- Course enrollments (manage seats, sections and caps)
- Continue to maxims auxiliary revenues

Dr. Mielants questioned how the revenue from graduate programs would be able to support the undergraduate programs in the College and the new core. Provost Siegel explained that it is not just the revenue from the CAS graduate programs but the revenue from the graduate programs across the university. Dr. Mielants also questioned the number of adjuncts versus full time faculty. The Provost said that we are addressing the concerns about the use of adjuncts and visiting professors, and also working on creating tenure track lines and using professor of the practice appropriately. At the start of this year we were approved for eighteen searches of a combination of tenure track and non-tenure track but we were able to hire twenty-four faculty; sixteen tenure track, four POP and four VAP.

Dr. Epstein questioned the new core that said, core courses would be taught by full-time faculty whenever possible. But he does not see potential in certain departments to cover core courses with full time faculty, The Provost said with Advancement, we looked into endowed chairs but that is expensive. In order to keep operating funds for hires, we are looking at the following for support of faculty that comes out of operating funds to donors:

- Travel
- Programming
- Research funds

The Provost and the Dean will work together on the departments servicing the core to see where hires are needed. Dean Greenwald said that as a group we need to prioritize the programs with heavy adjunct loads. The Provost said we will look at a multi-year plan.

Dr. Pearson asked what the priority is for hiring; is it demand or total number of seats in the major?

The Provost said she is working with the Deans on this. In the past it was by major but there are smaller departments that teach a number of students for core or minor. We are looking at teaching capacity per department, per faculty load, per section.

The Dean said Institutional research has mapped out the impact of the Core on departments over the next five years. It will look at the full time faculty teaching in the department versus the number of the faculty in a department.

Dean Greenwald thanked Provost Siegel for presenting to the Council.

Meeting Adjourned at 4:55 p.m.

Respectfully submitted, Fran Yadre