

Financial Structure and Operations meeting minutes 11/10/2015

Strategic Planning
Financial Structure and Operations
November 10, 2015 3:00 p.m. RPL 325

Members Present: Sandy Cheffer, Shirley Goines, Stephen Jones, Brian Lasey, Jim Musser, Niki Schwartz and Jeff Woods. One guest.

- I. Distributed documents showing the current initiatives being proposed by each working group, a draft of a white paper section by Pat Chronister and Jeff Woods, a draft of a white paper by the University as a Public Institution working group, and an email from Jason Warnick with a proposal from Jeff Robertson about allied health sciences.
- II. Discussed issues related to the current FSO proposed initiatives. Group decided to include a discussion of disability accessibility in the plant maintenance section of the white paper being drawn up by Brian Lasey and Jim Musser. The group also considered emphasizing strategic growth through increased emphasis on graduate programs and online education as a means to cost-effectively increase enrollment and revenues. Jeff Woods and Jim Musser were assigned to craft a section for the white paper discussing the creation of a reserve fund to allow the University to adapt quickly to market changes in educational program needs by constituents such as industry.
- III. Jim Musser shared concerns about purchasing policies and about the "Tech way." There was discussion about dealing with state purchasing guidelines requiring budgeting for purchases prior to the end of the academic year, restrictions on capital and large purchases using monies from multiple academic budgets, and related topics. It was suggested that there be discussions with Academic Advising and the Budget Office about providing for reserve accounts to allow departments and colleges to set aside a determined amount of a year's budget to be able to amass sufficient resources to make large purchases at a later date. For example, a department needing a piece of equipment valued at \$100,000 might be able to set aside a portion of the budget for multiple years until it had enough to make the purchase rather than trying to use all of one year's budget to purchase the item.
- IV. There were questions and on how to approach and finish the white paper draft sections on external funding and building maintenance.

Meeting adjourned at 4:30 p.m.

Next meeting: November 17, 2016

Stephen Jones

From: Stephen Jones
Sent: Thursday, November 05, 2015 5:01 PM
To: Brian Lasey; donna rankin; James Musser; Jeffrey Woods; Linda Johnson; Niki Schwartz; Pat Chronister; Sandra Cheffer; Shirley Goines; Skylar Combs; Stephen Jones
Subject: White Paper "Assignments"

Okay, folks,

Here are my requests for your input on the white paper based on the discussions we had this last week and all of our prior work as well. My hope is that each of us can tackle a part of this thing and weigh in on the rest of the work as well. If you have any ideas, please let me know them as quickly as you can.

I think that these are some of the big areas that we should discuss in our suggestions, and I appreciate the work that Dr. Woods did in summarizing what we all were saying toward the end of our discussion. I am not sure that I have all of his work in here, but here goes a shot at it anyway (item numbers are not priority order, just a numbering method):

Item	Suggested Expenditure Priority	Who to Work on This
1	Wage and salary raises across campus for faculty, staff and administration to 100% of an individual's median CUPA level.	Dr. Jeff Woods and Pat Chronister
2	Planning & construction of a specialized classroom/lab building with expanded office space & meeting and research areas.	Dr. James Musser and Brian Lasey
3	Establishment of a long term fiscal sustainability plan with an eye toward continued funding of university operations, funding of initiatives adopted in the strategic plan, and maintenance of adequate reserves to meet reasonable levels of unexpected and unbudgeted expenses.	Sandra Cheffer, Linda Johnson and Donna Rankin
4	Seek out and secure new external funding sources from grants and development sources and provide personnel in key program areas across campus to assist in and initiate these efforts.	Shirley Goines and Niki Schwartz
5	Adopt and fund a "green" campus culture in energy, waste and materials use.	Brian Lasey and ???

Anything I have missed? Any other topics we need to tackle?

I will write the preamble to our initiatives discussing (1) the need for long-range planning in all building and technology initiatives, (2) the adoption of long-range projections of student enrollment levels using state school district data, (3) our projection of enrollment growth - outside of other new initiatives - on the Russellville campus to be in the 3% to 5% range and on the Ozark campus to be 6% to 8%, (4) the need to place greater reliance on gift and grant funding (and fund raising) instead of revenues and debt financing for long-term projects such as buildings and capital equipment, and (5) projecting out revenues and expenses based upon projected enrollments and initiatives adopted in this strategic process. And whatever else I can come up with over the next couple of days. I know this sounds a little disjointed, but does this make sense to everyone?

Steve

Hello all,
I'm back from San Francisco and trying to get caught up with everything I missed last week. I know you are starting to get started with your white papers. If you can, could you send me a list of the initiatives you are planning on writing up? I know these may grow or shrink between now and the final draft. I just wanted to get an idea of where we are.

Many thanks,
Jason Warnick

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Financial Structure and Operations

Here are the initiatives we are currently working to propose at the moment:

1. Wage and salary raises across campus for faculty, staff and administration to 100% of an individual's median CUPA level.
2. Planning & construction of a specialized classroom/lab building with expanded office space & meeting and research areas.
3. Establishment of a long term fiscal sustainability plan with an eye toward continued funding of university operations, funding of initiatives adopted in the strategic plan, and maintenance of adequate reserves to meet reasonable levels of unexpected and unbudgeted expenses.
4. Seek out and secure new external funding sources from grants and development sources and provide personnel in key program areas across campus to assist in and initiate these efforts.
5. Adopt and fund a "green" campus culture in energy, waste and materials use.
6. Create a culture of transparency in Tech financial matters. Includes a Tech web area disclosing charts and graphs in "layman's" terms from each annual report and an open forum to disclose financial information, explain it and receive feedback from the Tech community.
7. Adopt a five-year planning mentality for all operations including financial management, building maintenance, technology purchases and updates, new building projects, enrollment management, etc. The use of historical data and data from the state and other sources should be used where possible.

Stephen

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University as a Public Institution (Community Relations)

Stephen,
We have a couple that parallel yours nicely.

In the next five years, ATU faculty receive compensation at 100% or above of CUPA and staff receive increase compensation, enhanced benefits packages, and greater access to the educational resources of the ATU community.

To meet the needs from our exceptional growth, ATU develop a 10 year plan for facility development and enhancement across all campuses that puts a priority on new builds first, then renovations of current buildings. The goal is to produce 21st century caliber campuses.

ATU to be the environmental leader in the region and the state of Arkansas by “going Green” and achieving Gold.

Some others we have that might be pertinent to your group are:
ATU develop a 5-10 year plan for filling all or most of the faculty and staff lines authorized by the Arkansas General Assembly.

ATU do a feasibility study for the addition of new housing facilities and student recreation centers at both the Russellville and Ozark campuses.

Dr. Michael Rogers

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Academic Structure and Faculty

Sounds like Academic Structure & Faculty shares some of the same initiatives:

- 1. To improve faculty/staff salaries
- 2. To support and improve diversity among faculty/staff/students
- 3. To support transparency and shared governance
- 4. To promote and support the concept of One University
- 5. To commit to providing funds and grant opportunities for all faculty and staff to pursue professional development related to teaching and scholarship

Dr. Johnette Moody

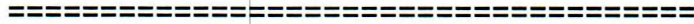
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Student Support (Curricular and Co-Curricular)

From Student Support:

- 1. To improve college readiness of incoming students as well as to increase retention and persistence to graduation
- 2. To improve career success of our graduates
- 3. To better coordinate with ATU Ozark campus and the Russellville Career Center
- 4. To improve infrastructure
- 5. To engage students in the classroom and on campus by improving collaboration between faculty and student services
- 6. To improve academic success by empowering and assisting faculty
- 7. To recognize the unique needs of various subgroups of ATU students

Julie Mikles-Schluterman, Ph.D.



Enrollment and Marketing

1. Increase the graduation rate by 10% over the next 6 years
2. Increase campus diversity and inclusion for both students and faculty.
3. Increasing enrollment through expanding online programs by 10-20%.
4. Better leveraging Ozark and ATCC programs (still working on this one)
5. Develop a marketing plan for the Graduate College with a goal of expanding enrollment by ??% over the next 6 years.

Our paper is going to be longer than 10 pages, so.....deal with it.

Daniel Bullock

Stephen,

See attached. This is the wording Pat and I worked on for the white paper. Let us know if you have questions or concerns.

-Jeff

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Goal: Raise Salaries and Wages Across Campus

Prior to the 2015-16 fiscal year, the institution's use of the CUPA median for forty (identified by NCHEMS) peer institutions was restricted for faculty salary comparisons only. Also prior to 2015-16, the faculty salaries were compared at no more than 85% of the CUPA median, and adjustments were not always funded.

For the 2015-16 budget, the university raised faculty wages to just above 90% of the CUPA median. Many unclassified staff positions, when comparable titles could be found within the CUPA data, were also added to the study. This was a welcome step toward the ultimate goal of 100% of the CUPA median. Reaching that mark in the next five years will reward the exceptional work of Arkansas Tech's existing faculty and make the university more competitive in its hiring and retaining of new faculty. In the process of reaching the 100% CUPA median mark, the university should consider compensation factors beyond just position title and rank such as years of service.

With the inclusion of the unclassified staff in the CUPA salary study, Arkansas Tech showed its commitment to hire and retain qualified staff in support of the institution's mission. Therefore, Arkansas Tech should continue to pursue increases in unclassified staff wages where possible.

Staff in classified positions represent the backbone of the institution. Many classified staff take on duties beyond their position descriptions yet make salaries that barely meet the living wage line for a single adult Arkansan. Moreover, hiring and retaining staff in high stress, low paying positions is difficult and adversely affects the overall efficiency of the institution. Therefore, Arkansas Tech should pursue any and all remedies allowed by the State of Arkansas relating to increasing pay for many of these lower-compensated employees (remedies might include labor market rates, career ladders, internal promotions, etc.).

Adjunct pay should also increase to match Arkansas Tech's in-state, similar sized competitors (UCA, ASU, UALR). Need for qualified adjuncts has grown tremendously, and competition among nearby institutions for adjuncts is sharpening.

The university should finally consider maintaining administrative wages at 100% of the CUPA median. Again to remain competitive, Arkansas Tech will need to compensate employees at least at the average rate of similar schools in the region.

PRELIMINARY DRAFT

White Paper

Working Group—University as a Public Institution

Members: Dr. Michael Rogers (Chair), Kristy Bayer (Athletics), Angela Bonds (Alum), Emily Bradley (Student Services), Kelly Davis (Alumni Relations), Randy Horton (Russellville Mayor), Wendi Pool (Ozark Faculty), Melissa Rose (Staff), Zachary Schwartz (Student), Dr. Sandy Smith (Russellville Faculty), Bailey Taylor (Student)

General Charge: Examine and understand the challenges and opportunities for Arkansas Tech University to develop and nurture a mutually supportive and beneficial connection with its stakeholder communities that include—but are not limited to—the County, the State of Arkansas and the broader regional reach of the University (for the complete charge with questions, see Appendix A).

Introduction

Our Working Group, University as a Public Institution, has been investigating the health of the internal community of Arkansas Tech University (henceforth ATU), as well as exploring its role in the larger communities of the River Valley, the Ozarks, Arkansas, the United States and the world. This white paper recommends ATU consider undertaking the 20(?) initiatives below over the next 5 to 10 years to enhance the “public goods” it provides these communities.¹ The white paper also provides a summary of some wonderful public goods ATU is already providing to them. The end goal, ATU can and should do more in the future.

As a general overview of the layout of this white paper, it is organized into the following themes: Quality of Life, ATU Identity and Brand, ATU Infrastructure, ATU as a Public Goods Provider. Under these general themes, each section:

- 1) Contains a series of initiatives designed to enhance ATU’s role as a public institution that provides public goods to its various communities,
- 2) Explains how such a change is needed and likely to benefit the various stakeholders within ATU and/or the larger communities of which it is a part,

And provides an exploration of pertinent data on the issue and/or offers examples of best practices from other intuitions of higher education for the initiative.

Quality of Life

In the next five years, ATU faculty receive compensation at 100% or above of CUPA and staff receive increase compensation, enhanced benefits packages, and greater access to the educational resources of the ATU community.

¹ “Public good” is a concept originating from the discipline of economics. The economist generally seen as developing this concept is Paul A. Samuelson, although he used the term “collective consumption good.” Samuelson describes public goods as items or services “which all enjoy in common in the sense that each individual’s consumption of such a good leads to no subtractions from any other individual’s consumption of that good.” Today, economists dub this quality as non-rivalry. In addition, public goods are non-excludable goods, meaning one person’s consumption of the good cannot prevent others from consuming it. Some pertinent examples for higher education are knowledge, public infrastructure and public literacy. See Paul A. Samuelson, “The Public Theory of Public Expenditure,” *Review of Economics and Statistics* 36, no. 4 (1954).

PRELIMINARY DRAFT

ATU facilitate health and wellness of its ATU community and in its surrounding communities by maximizing access to its recreational facilities.

ATU to be the environmental leader in the region and the state of Arkansas by “going Green” and achieving Gold.

ATU do a feasibility study for the addition of new housing facilities and student recreation centers at both the Russellville and Ozark campuses.

Tech Identity and Brand

ATU explore the adoption of university wide honor code that gives students (working with faculty, staff and the administration) responsibility for academic integrity.

ATU explore revising its mission statement and taking more of a mission-centered approach across all of its campuses.

ATU develop a campaign with multiple initiatives to increase the Tech identity and brand within 1) the ATU community (faculty, staff and students across all campuses), 2) its surrounding communities and the state of Arkansas, 3) the United States and 4) the world.

ATU create a Tech spirit or traditions keeper committee of students (may also include faculty, staff and/or administrative representation) to better preserve and share the rich history of the university.

ATU add an NCAA sponsored women’s soccer program by 2020 and explore the addition of NCAA sponsored men’s soccer program afterwards.

Tech Infrastructure

ATU develop a 5-10 year plan for filling all or most of the faculty and staff lines authorized by the Arkansas General Assembly.

To meet the needs from our exceptional growth, ATU develop a 10 year plan for facility development and enhancement across all campuses that puts a priority on new builds first, then renovations of current buildings. The goal is to produce 21st century caliber campuses.

ATU hire a third party to study communication on and across the ATU campuses to determine the strengths and weaknesses of our communication practices and make recommendations on how to better get our important information out to all stakeholders across all our campuses, as well as the surrounding communities.

ATU become a leader in the state in experiential learning, create a department with staff to facilitate routinized experiential learning opportunities, and seek national recognition of its activities by becoming a member of Campus Compact.

PRELIMINARY DRAFT

ATU hire a permanent, full-time lobbyist for promoting and defending our interests in the state and have this lobbyist work with the lobby arms of other higher education institutions in the state to form a coalition for defending and promoting higher education in Arkansas.

ATU do a feasibility study for creating a bussing system between the Russellville and Ozark campus, providing students living on 40 between the two campuses transportation, as well as facilitating mail delivery and more timely completion of paperwork for Ozark.

ATU seek accreditation and routinely have third-party review of its Public Safety Department.

Norman Career Services work with all academic departments across the ATU campuses to secure one or two department liaisons who receive course relief to develop and maintain industry relations for their respective departments.

ATU as a Provider of Public Goods

ATU seek out more opportunities for support of and collaboration with primary and secondary education in the state like occurs with the K-12 Initiative.

ATU explore the creation of a Community Engagement Office/Center with supporting staff to enhance the recognition of ATU as a leader in the state in community engagement and service.

ATU form an economic development board or coalition that brings together community and business leaders in the River Valley and Ozarks for the explicit reason of promoting more high tech, quality jobs in the region that encourage more of our high-skilled graduates to remain in the River Valley and Ozarks.

Other issues:

- Eliminate or minimize annual financial shutdown.
 - Need to include both ongoing and long-term planning, purchasing, etc.
 - Current shutdown is “phased in”, beginning in May and ending in early July.
 - The current system does not allow the purchase of supplies to be used in early July.
 - The current system does not allow the purchase of expensive items that would require saving of funds.

- Eliminate culture of the “Tech Way”.
 - Adjust to be able to work with outside agencies. Stop forcing outside agencies to abandon norms in order to work with Tech. The current practice results in loss of opportunity.
 - Bring in experts with experience from other institutions. Require administrators to have experience in their areas of responsibility.
 - Communicate with and learn from other institutions.
 - Utilize the expertise gained from the outside experiences of faculty and staff.

Stephen Jones

From: Jason Warnick
Sent: Tuesday, November 10, 2015 2:38 PM
To: mrogers6; Julie Mikles-Schluterman; Johnette Moody; Daniel Bullock; Stephen Jones
Subject: Initiatives
Attachments: College of Natural and Health Science (White Memo).docx

Thank you all for sending me your initiatives. This is really exciting to see all of your hard work coming together.

I do have a couple of ideas I would like to share with you.

First, I met with Jeff Robertson a few days ago about the idea of highlighting the health science degree programs (see attached). He thought that we should have an associate dean of allied health that oversaw the health programs across all three campuses. Having a doctoral level administrator could help get the Ozark & ATCC programs accreditation and create the possibility of a true 'stackable' nursing degree program. He also liked the idea of the D.N.P program and putting all health-related programs (like HIM, rehabilitation sciences, therapeutic rec [if possible?]) in this part of the college. Putting all health programs in this college could lead to synergistic opportunities for new programs and concentrations.

Second, based on the student feedback at the last open forum, we have major upgrades needed to make this campus accessible for persons with disabilities. I think this would cut across several working groups, but please consider making our campus truly accessible for ALL students. I could find the wording on how to address and go beyond ADA-compliance if needed.

Third, please consider addressing student costs if possible. This was another issue that students raised and I think we could find avenues to do this. Addition of 3 year programs, locked tuition, etc. This would be a good student-focused item to have in our final document. I met with Rachel Bullock to talk about how the bookstore could help lower textbook costs and she had an AMAZING idea. I asked her to write up a 'white memo' detailing her idea. I will send it to you when I receive it.

Thanks again for all of your hard work.

Thanks,
Jason

Jason E. Warnick, Ph.D.
Director, Center for Excellence in Teaching and Learning
Associate Professor of Psychology
Arkansas Tech University
Phone: (479) 356-2005
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Email: jwarnick@atu.edu

The College of Natural & Health Sciences would be interested in developing a School of Allied Health with an Associate Dean for the various departments of specialized studies involving the allied health care industry. One unique characteristic of the proposed academic unit is that it could incorporate all of the disparate programs of all three university campuses (i.e., Russellville, Ozark, and the Career Center) in a one-university concept. It would also promote synergistic activities and new programs in the Allied Health fields.

Programs for consideration include

<u>Russellville</u>	<u>Ozark</u>	<u>Career Center</u>
B.S. Nursing	R.N.	Health Science Tech
R.N. to B.S.N.	Medical Assistant	
M.S. Nursing	Health Information Technology	
Potential new D.N.P. degree	Occupational Therapy Asst.	
Health Information Management (B.S.)	Physical Therapy Asst.	
Health Information (M.S.)		
Rehabilitation Science (B.A.)		
Therapeutic Recreation (B.S.)		

Other issues:

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 - Communicate with and learn from other institutions.
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Buildings are not being maintained.

- The Arkansas Department of Higher Education reports that ATU buildings need \$181M of maintenance, \$3M of which is designated as critical need. Arkansas Tech is able to address about \$0.5M each year. (2014 figures. If possible, replace with 2015 figures.)
- Several buildings have maintenance needs greater than 80% of the cost of a new building, including Crabaugh, Heating Plant, McEver Science Building and Tomlinson.
- The annual operations and maintenance expenditures are \$6M.

Buildings have not kept pace with enrollment growth. There are shortages of building space for offices, laboratories, housing and classrooms.

- The office shortage is campus-wide. Large closets and classrooms have been converted into office space in multiple buildings, but there is still more need for offices.
- Science laboratories are needed for laboratory courses and to provide for research groups. Faculty/student research groups are currently utilizing portions of classroom laboratories. (Participation in research groups is a required component of undergraduate programs in the sciences.) Laboratory shortages are prevalent in the sciences, but other programs also need specialized spaces.
- The housing shortage can be addressed by changes in housing policies.
- Classroom shortages are in individual buildings. New classrooms are currently being built. There is not a campus shortage of classroom space. The classroom shortage can be addressed by improved coordination of classroom management.

Summary

- Office space and laboratory space are the two highest building needs.
- New building construction, renovation and maintenance needs far exceed current financial capacity.
- Fundraising for new buildings needs to include maintenance costs.