



FACULTY SENATE Est. 1991

Michael Noll
President

James G. Archibald
President-Elect/Vice President

linda pysher jurczak
Secretary

Peggy Moch
Parliamentarian

Faculty Senate Minutes

October 16, 2014

University Center Magnolia Room

1. Call to order by Noll at 3:32 and a reminder to state name before speaking and to use microphones. Attended portions of the Board of Regents meeting and was impressed by some of the innovative approaches taking place at VSU.

This was followed by a question and answer session with President McKinney.

President McKinney began by acknowledging that the BOR at VSU was a rare and good opportunity. He praised the students' research presentations. He also asked all to thank the people who made the meeting possible when they have a chance-Melinda Cutchens, Sage Archer, Monique Tripp and everyone in Event Services, Brian Haugabrook and everyone in IT, Building and Grounds, and the list goes on and on. The Board meeting had informational items-not a lot of groundbreaking news; minutes are on the website, not too much earth shattering in this meeting.

The last PBC meeting was on 9/12/14. The next meeting is scheduled on 10/24. Email from USG Vice-Chancellor John Brown to President McKinney, Provost Rogers, and Vice-President for Finance and Administration Traycee Martin requesting a budget hearing. This is the same process every year, it is with all USG Presidents and follows a set script; preparation begins when we hear of the meeting. This is not the final budget. The timeline is accelerated-budget hearing in early December rather than March, before the start of the next legislative session in Atlanta.

There is a planning and budget meeting next week for fiscal year 2016. Work will be done on our budget narrative. They want to know how VSU will address the loss of funding 2016 and beyond. Our budget request includes a modest increase \$7.6 million. An increase in graduate and professional programs offset the decrease in undergraduate enrollment. We might see an 11% reduction in state appropriations-this is based on the number of students you have per the funding formula that has existed since 1982, which is an agreement between the executive branch and the USG

administration. These are our planning instructions. Not until second week in January legislature goes into session. We are far away from saying what the final budget will be. The biggest thing to think about is the decrease in overall enrollment. State appropriations account for 44.6% of our operating budget, and the rest is from tuition and fees. This translates to a 5% cut to our E&G funds. Since 2011-our overall enrollment dropped 11%. Other performance measures are in good shape! We will do well when the new formula is in place. Enrollment is down all over the country-this is not unique. Look at PBC it is all up front. We need to focus on what to do right now.

Noll to make two documents from Dr. Rogers available to be attached to the minutes of this meeting (BOR FY 2016 Budget Narrative / FAQ VSU Faculty Salary Model).

2. Provost answered questions sent to Vice-President Andy Clark on the Faculty Salary Model that was circulated earlier this semester (see Attachment D: received emails and questions solicited for the October 16 meeting and shared in advance).

1) He addressed funding and raise formula and discussed 2012 CUPA data. Raises authorized in 2013 for market adjustment. Model was developed to do exactly that. Only VSU money was used. It was a statistically-supported model that used a 10-month base salary, so 12-month bases were rolled back to calculate. When looking at market comparisons like-institutions must be used.

2) Addressed questions-Assistant professor gets promoted-new Associate Professor has 0 years as Associate-4000 raise when you make the jump.

Grove-How does the model work? Are the comparisons of like-institutions, national, masters, non-union?

Rogers- factors are put into the computer, and it picks schools based on factors entered. 123 schools were generated.

Question-CUPA-size, private or public, zip code-are there other options?

Answer-there are no other descriptors than the ones used.

Question: How are you going to do an adjustment?

Answer: \$1.5 million is the number, so how far can it go? Eighty-five percent was as far as it could go.

Question: Why did you use Masters lg?

Answer: Parameters given by the Board.

Question: Was the 2005-2006 study repeated?

Answer: No. Data published in 2012 was used for this. Due to the lag the data is 2010 or 2011.

Q-Did the market study specifically address the faculty at VSU?

Answer: Yes, short answer.

Question: Faculty members newly promoted not given time at university?

Answer: Time in rank, not at university. It doesn't make sense to give the person years in a new job. Compared to Associate.

Question: Does the administration realize that market adjustment does not include merit?

Answer: Yes, however, given parameters.

Moch:-question-0 years at rank-

Rogers: anybody less than 85% of average, gets a compression raise.

Clark: inversions-up to level plus one year compression.

Grove: CUPA search-not private, public

Clark: masters lg category; 4 digit zip code

Rogers: date entered incorrectly counted

Clark: inversion after next fiscal year not taken care of

Rogers: at this moment, not certain about raises. We need to see what the legislature will do before committing funds. Our number one priority is keeping the institution financially viable.

Said: faculty applying for promotion would have waited if they knew it was coming. It seems contradictory.

Rogers: look at the literature, there are a number of studies out there, look at compression, statistical difference, inversion (asst. making more than assoc.).

Said: What is the long-term effect? What happens next year?

Rogers: this is not singular to VSU. Look at the literature. Unfortunately our legislators don't allow us to keep pace. This is the nature of the business we are in.

Pufong: 1) mandate-formula applied by BOR? 2) What are we trying to do here? How do you reconcile equity with merit?

Rogers: President made a request, BOR said it could not be equity.

Pufong: from an institutional standpoint you understand I have no reason to work hard.

Grove: Faculty are hired and get paid 85% of CUPA. Only 14% were effected-true statement. Are administrators salaries also based on CUPA studies?

Rogers: If you look across the state of Georgia, there are Deans making more money than Provosts. While I agree, budget factors force us into this situation.

Collect more questions for provost, put in a Blazeview shell or something-Noll will get in touch about the format.

Moving on with agenda.

Proxies: Tommy Crane for John Gheesling, Graznya Walczak for Kelly Davidson, Diane Holliman for Katie Adams, Bill Buchanan for David Kuhlmeier, and Bonni Cohen for Denise Atkinson

3. Approval of the minutes of the September 18, 2014 meeting of the Faculty Senate. <http://ww2.valdosta.edu/facsen/meeting/minutes/index.shtml> (see link for minutes from September 18, 2014.

Moved by Holliman, seconded by Sanger. Passed unanimously.

4. Old and Unfinished Business

a. Statutory Committee Reports

Academic Committee go online to check minutes; nothing to add.

(<http://www.valdosta.edu/academics/registrar/academic-committee.php>)

Committee on Committees-Diane Holliman-on schedule. There is a gap in COSA.

Faculty Affairs- Andy Ostapski (absent) - no report

Faculty Grievance Committee-John Dunn - o report

Institutional Planning Committee-Diane Wright-several issues. 1)There is no policy at VSU regarding interims. USG has a definition of an interim "if administrator resigns and a replacement is being sought." Observations of those who have been here for some time is that an interim can be in a position for three years. 2) Serve as representatives on VSU task force-committee will meet 11/1 to recommend. 3) Thieme to serve on the Strategic Planning Steering Committee.

Noll questioned lack of policy on interims and suggested we come back at a later date to discuss.

b. Standing Committee Reports

Academic Scheduling & Procedures-Tommy Crane-no report

Academic Honors & Scholarships-Maren Clegg-Hyer-no meeting-scheduled 11/7/14 2-3pm, location to be determined.

Athletics-Stacy Walters- [accidentally skipped; report will be shared at our next meeting.]

Educational Policies-Jacob Jewusiak- no report.

Environmental Issues-Theresa Grove- met and figured out subcommittees;

Faculty Scholarship and Research-Grazyna Walczak- (Attachment B). Can now request honoraria.

Library Affairs-Rudo Tsenunhu (absent) - no report.

Internationalization and Globalization- David Kuhlmeier- Questions regarding Attachment D should be directed to Kuhlmeier for the 11/12 meeting.

Minority and Diversity Issues-linda jurczak- considering a name change to Diversity and Equity Issues

Student Activities and Services-James Archibald- 1) bus transportation routes have been cut, and 2) resolution to increase minority personnel in Division of Student Affairs, going to let it settle first.

Technology-Victoria Russell- scheduled first meeting 10/2/14. Meeting with Director of the Center for E-learning for help and advice. Wants to disseminate information on instructional technology and have more faculty-input on what technology they would like; would like to hear from all departments.

- c. Report from Ad Hoc Committee to update and improve VSU Faculty Handbook-linda jurczak- Cascade training completed.

5. New Business

- a. **Faculty Senate Resolution on sexual assault and sexual harassment in support of the special task force formed by Dr. McKinney and in connection with the Sigma Nu event.** Clegg-Hyer moved to approve; Archibald seconded; approved unanimously.

- b. *Kick Butts Day* and campaign at VSU to help make our campus smoke free.
- c. Summary of Parliamentary Procedures (Attachment E)-Moch-self-explanatory
- e. Standing Committees:

IGC charges and goals for 2014-2015 (Attachment C)

Faculty Scholarship and Research Committee (Attachment B)

Suggested changes by the committee were unanimously accepted by affirmation

- f. Faculty Social hosted by Senate on December 5 to be held at the IDEA Center-most said they will come. Planning will continue.

6. Discussion

- a. President McKinney asked to elect a senator to serve on the search committee for the VP of Finance and Administration. Royle moved to elect Buchanan; Russell seconded; motion passed unanimously.
- b. McKinney will be out of town on 11/20 due to budget work in Atlanta. He offered to Skype in if desired.
- c. Noll suggested everyone get into the insurance information quickly due to the big increases (30%) coming for some.
- d. The next meeting will be in Room 1 of the Student Union. Royle suggested an email reminder be sent.

7. Adjournment: Adams moved to adjourn, recognized. Adjourned.

Members and Visitors Present

*indicates proxy

Executive Board

Noll, M. President

Archibald, J. Vice President/President Elect

jurczak, I Secretary

Moch, P. Parliamentarian

College of the Arts

Arnett, S.

*Crane, T.

Hawkins, C,

jurczak, I.

Murray, K.

Winska, K.

College of Arts and Sciences

Aiello, T.

Allard, J

Baracsckay, D.

Bell, F.

Chakraborty, S.

Clegg-Hyer, M.

Fares, S.

Fike, D.

Grove, T.

Jewusiak, J.

Moch, P.

Noll, M.

Ocasio, M.

Pufong, M.

Russell, V.

Thieme, D.

Velez-Marulanda, J.

*Walczak, G.

Wares, A.

College of Business Administration

*Buchanan, B.

Futrell, G.

Royle, T.

College of Education and Human Services

Adams, L.
Archibald, J.
Cohen, B.
*Holliman, D.
Lamb, K.
Lambeth, D.
Lennon, S.
Rieger, A.
Sanger, M.
Wright, D.

College of Nursing and Health Services

Schlairet, M.
Walters, S.

Odum Library

Drouillard, C.
Holt, M.
Williams, B.

VSU Retirees Association

Ware, F.

Visitors

Tyler Barker – Student Government Association
Andy Clark – EMC
Kimberly Luse – COS
Traycee Martin – F&A
Krishnendo Roy – Math/CS
Angela Uyeno – Internal Audit
Tracy Woodard – WGST

Proxies: Tommy Crane for John Gheesling, Graznya Walczak for Kelly Davidson, Diane Holliman for Katie Adams, Bill Buchanan for David Kuhlmeier, and Bonni Cohen for Denise Atkinson

BOR – FY 2016 Budget Narrative

FY 2016 Budget Narrative

Institution Name: Valdosta State University

Part I: Enrollment

- 1) Discuss enrollment trends over the past three years (fiscal years 2013, 2014 and 2015)? Discuss factors impacting enrollment.

- 2) What are your enrollment projections for the next two years (Fall 2015 and Fall 2016)? What enrollment management strategies are employed at your institution? What is your institution doing to positively impact enrollment and retention?

Part II: Institutional Health

- 3) Discuss the financial health of your institution using the June 30, 2014 annual financial statements as the basis. This discussion should include trend data for key financial measures (i.e. cash, reserves, etc.). Discuss any material audit findings. *(Insert charts and graphs as appropriate)*

Part III: Fiscal Year 2015 Update

- 4) How are new funds appropriated for fiscal year 2015 being used to address the **institutional priorities as presented during the last budget hearing**? Specifically, discuss the progress to date, achievements, challenges, etc.

FY 2016 Budget Narrative

5) How is your institution addressing the impact of enrollment declines, if applicable? Was this decline considered in your original budget? What actions are being taken to cut costs and streamline operations?

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Part IV: Looking Ahead to FY 2016

6) The FY 2016 budget request includes a modest increase to state funds of approximately \$7.6 million, resulting from a 1.08% drop in credit hours during the 2013-2014 academic year. The growth experienced in the upper level, graduate and professional credit hours offset the significant decline in the lower level credit hours. Preliminary calculations suggest an 11% reduction in state funds for your institution. How will your institution address the loss in funding in FY 2016 and beyond? Be specific. Your actions should specify reductions in force (RIF) plans, if needed. Also, your actions should be permanent rather than temporary, when possible. ***Please use the attached Excel template to provide a list of actions with the corresponding savings (tab labeled Reduction Actions).***

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7) What are the top three new budget priorities for your institution? Describe how your institution would achieve these priorities without receiving new state funds (e.g. *redirection of state funds, new tuition funds, and increased efficiencies resulting in reduced costs*). ***Please use the attached Excel template to provide the estimated cost associated with each priority (tab labeled Budget Priorities).***

<p><u>Your institution is not required to respond to this question.</u></p>
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FY 2016 Budget Narrative

8) What are your recommendations with respect to tuition changes for FY 2016? What is the rationale behind your recommendation?

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Part V: FY 2015 Mandatory Fee Requests

9) Discuss proposed increases to mandatory fees for FY 2016 (*if applicable*). Present a sound business case for any proposed increases? How do increases impact affordability for students? How did you engage the student body at large concerning the fee increase?

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10) Provide an update on the status of Public Private Ventures (PPVs) at your institution. Have the underlying assumptions been achieved (i.e. enrollment, occupancy, etc.) If not, discuss how shortfalls will be addressed. Provide available reserve balances for each PPV.

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Part VI: Facility Needs

11) Discuss the facility needs of your institution. *Please use the attached Excel template to provide the estimated cost associated with each priority (tab labeled Facilities).*

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FY 2016 Budget Narrative

Part VII: Academics

12) Discuss new academic programs under consideration for startup in FY 2016. How do the proposed programs line up with the goals of the System, the region and the State? How were the needs for the programs and the program budgets determined?

13) What are your short-term and long-term plans for addressing low producing programs identified at your institution? What are the financial implications of your plans? Will savings be achieved? Will tenured faculty be impacted?

14) Provide a high level summary of the Complete College Georgia report. What was the financial investment in CCG? Is this investment paying off through increased retention, improved graduation rates, etc.?

15) Consistent with the goals of Compete College Georgia, the funding model for state funds is shifting from an enrollment-based model to an outcomes-based (performance) model, with progression and awards conferred being critical factors. Discuss your institution's current retention and graduation rates. How does the institution compare/rank to its peer institutions? What are the short-term and long-term retention and graduation targets for your institution?

NOTE: In addition to the FY 2016 Budget Narrative, please complete (as applicable) all four tabs included in the attached Excel file regarding the fiscal year 2016 operating budget request. The tabs are labeled (1) Data Sheet, (2) Reduction Actions, (3) Budget Priorities and (4) Facility Needs.

FY 2016 Budget Hearing Data Sheet

Institution Name: Valdosta State University

Enrollment Trends						
	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015 (Projected)	Fall 2016 (Projected)
Headcount						
% Change in Headcount over prior Fall		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
FTE						
% Change in FTE over prior Fall		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
State funding per Student FTE	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Undergraduate Headcount						
Graduate Headcount						
<i>The sum of graduate and undergraduate headcount must agree to the total headcount reported on row 7.</i>						
Beginning Freshman						
# of Online Students (100%)						
# of Students taking at least 1 course						
					Carl Vinson Projections	
					Fall 2015	Fall 2016
Headcount						
FTE						
Academics						
	FY 2012	FY 2013	FY 2014	FY 2015 (Projected)		
One-Year Retention Rates for First-Time Full-Time Freshman						
Six-Year Graduation Rates First-Time Full-Time Freshman						
Number of Degrees Awarded						
Total # of Active Programs						
Number of Low Producing Programs						
Funding						
	FY 2012	FY 2013	FY 2014	FY 2015	Percent Change from 6/30/12 to 6/30/14	Percent Change from 6/30/14 to 6/30/15
<i>Source: Budget Compliance Report</i>				<i>1st Qtr. Budget</i>		
State Appropriations					#DIV/0!	#DIV/0!
Tuition Revenue					#DIV/0!	#DIV/0!
Special Institutional Fee					#DIV/0!	#DIV/0!
Sponsored Revenue					#DIV/0!	#DIV/0!
<i>Tuition Revenue Analysis (Fund 10500)</i>						
	FY 2012	FY 2013	FY 2014	FY 2015	Percent Change from 6/30/12 to 6/30/14	Percent Change from 6/30/14 to 6/30/15
In-State Tuition Revenue					#DIV/0!	#DIV/0!
Out-of-State Tuition Revenue					#DIV/0!	#DIV/0!
<i>The sum of the in-state and out-of-state tuition revenue must agree to the total tuition revenue reported on row 16.</i>						
Undergraduate Tuition					#DIV/0!	#DIV/0!
Graduate Tuition					#DIV/0!	#DIV/0!
<i>The sum of the undergraduate and graduate tuition revenue must agree to the total tuition revenue reported on row 16.</i>						
Tuition Carry Forward						
Percent of Tuition Carried Forward	#DIV/0!	#DIV/0!	#DIV/0!			
Financial Trends						
	6/30/2012	6/30/2013	6/30/2014		Percent Change from 6/30/12 to 6/30/14	Percent Change from 6/30/13 to 6/30/14
<i>Source: Audited Financial Statements</i>						
Cash and Equivalents					#DIV/0!	#DIV/0!
S-T Investments					#DIV/0!	#DIV/0!
Receivables					#DIV/0!	#DIV/0!
Current Liabilities					#DIV/0!	#DIV/0!

FY 2016 Budget Hearing Data Sheet

Institution Name: Valdosta State University

Lease Purchase Obligations (L-T)					#DIV/0!	#DIV/0!
Net Assets - Unrestricted					#DIV/0!	#DIV/0!

Financial Ratios						
	6/30/2012	6/30/2013	6/30/2014			
Primary Reserve Ratio						
Viability Ratio						
Return on Net Assets Ratio						
Current Ratio						
Cash Ratio						

Capital Lease Obligations						
	6/30/2012	6/30/2013	6/30/2014			
Capital Liability Burden Ratio						
<i>Capital Liability Burden Ratio = Annual lease payments (principal + interest) divided by total revenues defined as follows (the denominator of the fraction, total revenues, should include operating revenues and non-operating revenues, excluding capital gifts and grants and special item transfers).</i>						
Annual Capital Lease Payments						
Total Capital Lease Obligations						
Student Housing Occupancy Rates						
Capital Liability Per FTE	#DIV/0!	#DIV/0!	#DIV/0!			

Financial Trends - Auxiliary Operations						
	6/30/2012	6/30/2013	6/30/2014		Percent Change from 6/30/12 to 6/30/14	Percent Change from 6/30/13 to 6/30/14
Auxiliary Reserve Balance:						
Unrestricted					#DIV/0!	#DIV/0!
Reserved for Encumbrances					#DIV/0!	#DIV/0!
R&R Reserve					#DIV/0!	#DIV/0!
Total Auxiliary Reserve Balance		\$ -	\$ -	\$ -	#DIV/0!	#DIV/0!
Total Auxiliaries Cash and Equivalents					#DIV/0!	#DIV/0!

Employee Trends						
	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Percent Change from Fall 11 to Fall 13	Percent Change from Fall 13 to Fall 14
Full-Time Faculty					#DIV/0!	#DIV/0!
Full-Time Staff					#DIV/0!	#DIV/0!
Total Full-Time Employees		-	-	-	#DIV/0!	#DIV/0!
Part-Time Faculty					#DIV/0!	#DIV/0!
Part-Time Staff					#DIV/0!	#DIV/0!
Total Part-Time Employees		-	-	-	#DIV/0!	#DIV/0!
Student Workers					#DIV/0!	#DIV/0!
Graduate Assistants					#DIV/0!	#DIV/0!

Financial Aid					
	FY 2012	FY 2013	FY 2014	FY 2015 (As of Fall 2014)	
% of Undergraduates Receiving Pell					
% of Undergraduates Receiving HOPE					
% of Students Receiving Federal Loans					

Frequently Asked Questions in regard to the VSU Faculty Salary Model

VALDOSTA STATE UNIVERSITY Faculty Salary Model Frequently Asked Questions (October 2014)

1. Why develop a model for the VSU Market Study?

In 2012 President McKinney, working in concert with the System Office, was given authorization to grant a salary adjustment to VSU employees. The parameters entailed having the adjustment come solely from university funds (that is, the BOR provided no new funds). The system office also required that the funds were to be used solely for market adjustment and compression. This model could not provide increases based on performance or merit, nor could it consider any administrators making more than \$100K. The model had to apply equitably to all employees in good standing. Against that background, the University established a goal of developing a statistically sound, research-based model that considered salaries across the university, colleges, and disciplines (CIP Codes) in relation to the salaries of similar institutions of higher education. The model utilized the CUPA (College and University Professional Association for Human Resources <http://www.cupahr.org/>) salary database which provided comparative salary information.

2. How is the academic discipline (CIP) determined?

All faculty members are categorized by the CIP (Classification of Instructional Programs) code of the primary degree program in which they teach. (see <http://nces.ed.gov/pubs2002/cip2000/>). These degree programs are approved for VSU by the USG Board of Regents.

3. How does the model work?

The model contained three parts: (1) External Market Comparison (2) Market Adjustment (3) Compression Adjustment.

(1) **External Market Comparison:** The model compared a faculty member's salary with the mean (average) salary for faculty in the same rank

and discipline (CIP) at Masters Large, non-collective bargaining public institutions nationally.

(2) **Market Adjustment:** The model compared a faculty member's salary with the average salary for the rank and discipline (CIP). If the faculty member was below 85% of the mean for that rank and discipline, then the faculty member's base salary was adjusted to bring the faculty member to the appropriate 10-month base salary.

(3) **Compression Adjustment:** Finally, the model compared salaries for faculty members of the same rank and discipline (CIP) at VSU to see if the salary of those at a higher rank was significantly lower than expected. If the base salary of a faculty member was significantly lower than expected, the model provided a compression adjustment.

4. Why did we use 85% of the CUPA Average for the target salary? Why not use 90% or 95% or 100% of the CUPA average salary?

Using the model, the university examined percentage increases all the way to 100% of the CUPA mean. However, based on the VSU funds available, it was only possible to reach to 85% for all employees.

5. Why did we not use ALL Masters Large institutions to develop a model for the VSU Market Study?

The authorization for providing the adjustments required the university to use like institutions. The extraction parameters for selecting the institutions from the CUPA database were: Masters Large, Public, Non-collective Bargaining institutions. The institutions extracted were then used as the basis for obtaining the salary data used in the study. In all, there were **123** institutions in the comparison group.

6. Were the average salaries for the study those used in the Kristina Cragg study of 2005-2006?

No, the data used in the 2012 study came from the most recently published CUPA data at that time (January 2012).

7. Did the market adjustment successfully address the low pay for VSU employees?

The market adjustment established a new minimum standard/baseline (set at 85% of the CUPA mean by rank and discipline) for VSU faculty salaries. To the extent that this was a new benchmark, yes, the market adjustment successfully addressed faculty pay within the context of the available resources. It brought the lower paid faculty up to at least 85% of the CUPA average salary by rank and discipline.

8. Why did faculty members newly promoted to the associate or professor ranks receive zero years in rank in calculating compression? Why not give them time for years at the University?

When promoted, a faculty member receives an adjustment to base salary. At that point, the faculty member's base salary was compared to the average CUPA salary for the rank into which she/he had been promoted – but the faculty had zero years in the newly promoted rank. Therefore, it would not be appropriate to grant the newly promoted faculty member years in the “new rank” for time earned at the lower rank.

9. Does the administration realize that the Market Adjustment has the potential to remove the effect of merit based raises?

Yes, that can happen. However, under the parameters authorized for the Market Adjustment, there was to be no consideration of merit.