

FACULTY SENATE EXECUTIVE COMMITTEE
January 26, 2023 – 2:30PM
Magnolia Room, Morris University Center
Approved Minutes

The regular meeting of the Faculty Senate Executive Committee was called to order at 2:25 pm on Thursday, January 26, 2023 in the Magnolia Room of the Morris University Center by President Jingyi Jia.

Present: Jingyi Jia, E. Duff Wrobbel, Barbara McCracken, Igor Crk, Keith Hecht, Shrikant Jategaonkar, Adriana Martinez, Kamran Shavezipur, Michael Shaw, Jie Ying

Absent: Bob Bitter

Guests: Denise Cobb, Eric Ruckh

Public Comment:

There was no public comment.

Consideration of Minutes:

The minutes for the December 8, 2022 meeting were approved as written.

Unfinished Business:

Shavezipur has nominated two ex officio members of the University Budget, Finance, and Operations Council: Phil Brown, Director of Institutional Research; James Schram, Director of Business Affairs in the Provost's Office.

Shavezipur has reached out to Provost Cobb multiple times for an update regarding the Faculty Senate bylaws and University Budget, Finance, and Operations Council operating papers, both passed at the September 2022 Faculty Senate meeting, but there is still no action.

Shaw detailed the most recent Constituency Heads meeting with the Chancellor in late January, in which Chancellor Minor continued to request that Faculty Senate address DWF rates. Shaw compiled a tentative list to address these concerns.

1. For each class of concern, ask the department for the following:
 - a. DWF rates for sections that took place before pandemic (leave off instructor)
 - b. DWF rates for Spring 2022, Fall 2023 (leave off instructor)
 - c. Narrative that includes
 - i. Brief history of student performance in course
 - ii. Steps that are already implemented to address high DWF rates
 - iii. Challenges that students and instructors face
 - iv. Possible solutions that can be implemented
 - v. Assessment results that indicate quality of teaching, effectiveness of current strategies

2. From Advising and Retention
 - a. Narrative that includes what actually happens when a Starfish report is submitted
 - i. I have it on good authority that in Fall 2022 nothing happened b/c staff shortages. Unacceptable.
 - ii. A plan for the future. Needs to include point (3)
3. Take a look at which students are failing multiple classes, and which classes those are.
 - a. Get commitment to coordinate with the faculty/advisors when multiple instructors report concerns about the same students.
 - b. Need an actual coordinated plan with some teeth in it to address those students who are on a trajectory for DWF early, instead of leaving individual faculty to try and address their portions piecemeal.
4. Take seriously when students have concerns about quality of instruction, and perceived respect that faculty have for students.
 - a. Obviously controversial. Most faculty are very respectful of students, but there are incidents that are very troubling.
 - b. Apparently complaints to the Chairs/Deans do not always get action.
5. Get reports from the groups that are already looking at these issues and coordinate them.

New Business:

Jia went over the plans for the February 2023 Faculty Senate meeting. Jessica Ulrich from Counseling Services will present on SIUE support for mental health, and Sharon Locke, Margaret Smith, and Jessica Despain will present on the challenges SIUE research professors face as it relates to promotion/tenure and resources.

Jia asked the Executive Committee if there were any recommendations from faculty for the 2023 Homecoming activities. No action was taken.

Guest Speakers:

Provost Cobb and Interim Dean of Lovejoy Library Ruckh provided a draft handout, which detailed the FY24 Budgeting Process for Academic Affairs.

Reports:

There were no reports.

Adjournment:

The meeting adjourned at 4:11 pm.

Submitted by Michael Tadlock, University Governance

FY24 Budgeting Process for Academic Units Overview

Why are we making these changes?

To improve our planning and budgeting processes within Academic Affairs and to ensure a more integrative and holistic view. We seek to avoid some of the challenges of the SPA review process that occurred because of timing. This is a significant step in recognizing the value of a position allocation and integrative budgeting process but improves our systems. We recognize the next iteration will provide an even further step in the right direction by better addressing the timing issue.

Our goals:

1. To develop a provisional budgeting process that is value-driven, data-driven, and transparent.
2. To develop a provisional budgeting process that allows us to simultaneously discuss revenue/expenditures and strategic priorities while increasing transparency and accountability in all AA budgets (revenue generating units and administrative units). It should help us improve our local budgeting processes and increase the likelihood that we are using resources optimally.
3. To develop a provisional budgeting process that balances the need for the Office of the Provost to establish and align our resources with central campus-wide strategic goals and imperatives for AA with the need for local knowledge and autonomy (at the school/college/unit-level) so that deans and school/college/unit-leadership can pursue unit-level strategic aspirations.
4. To develop a provisional budgeting process that increases accountability of decision-makers at all levels of AA.
5. To develop a provisional budgeting process that allows us: to create opportunities for us to assist each other in developing strategies for efficient use of resources; to improve each other's ability to explain/talk/narrate the budgeting process, and; to lay the groundwork for a deeper and wider change in culture at SIUE—one in which eventually all folks will realize that their work in the classroom has some 'economic'/fiscal/financial aspect/consequence.

Timeline

Month of February 2023: Preliminaries. Deans, Budget Directors, Provost, and members of Provost's Senior Staff meet to **discuss past performance (revenue/expenses), strategic goals, current FY23 budget situation, and future threats and opportunities.** At end of month, Provost will provide us with best- and worst-case forecasts for FY24 budget by academic unit; she will also provide us with target number of TA/RA for FY24. These will be our starting points for integrated, value-oriented budgeting.

Month of March 2023: Developing Integrated FY24 Budget Plans. The deans and business directors develop high-level budgets together for academic units. Will move in **two phases**. First, **staffing plans/hiring plans [TA/RA allotments, lecturer budgets, instructor requests, new continuing faculty lines (hiring plan)]**. These conversations tied to discussion of scheduling, enrollments, class sizes, etc. **Second, non-salary initiatives**. Deans and business directors will meet to develop and then present to Provost.

Last week of March 2023: Long meeting of Deans, business directors, Provost, Provost Senior Staff to present **rough draft of FY24 budgets**.

First week of April 2023: written FY budget plans due to Provost.

Mid-April 2023: Provost and Chair, Deans' Council meet with FS Budget and Finance Council to discuss FY24 budget plans.

By mid-late May 2023: Provost approves/revises FY24 academic unit budgets

Mid-May 2023 (after approval of academic unit budgets): submission of hiring requests for continuing faculty lines (to begin in F24)

June 2023: Deans' Council Review and Recommendations of hiring requests to Provost; Provost review and recommendation to Chancellor

By mid-late July 2023: Target for approvals for continuing faculty searches (positions to begin in F24)

Mid-August 2023: start cycle of FY25 planning, so it can be completed by Jan/Feb24.

Where we are headed:

A complete, integrated, Academic Affairs budgeting process (including AA administrative units) Earlier start (August 2023): so that FY25 is completed by February 2024, allowing more careful implementation and more complete integration of hiring/staffing with strategic budgeting. Greater opportunities for collaboration and consultation with Faculty Senate. Greater transparency and accountability

25 January 2023

Strategic Budgeting Process for Academic Units (working draft)

FY24

First condition: we are not developing a new overall budgeting process, although we may eventually advocate to the Provost and the Chancellor that we need a fundamentally different budgeting process that is incentive based and value oriented.

Second condition: Transparency of college/school/unit budgets within AA.

Third condition: AA makes use of available data about revenue, expenses, enrollments, and potential for future enrollment.

Assumption: there will potentially be internal realignment within academic units to coordinate them with strategic values and enrollment opportunities as well as broad reallocation of resources within academic affairs.

Our goals:

1. To develop a provisional budgeting process for academic units between our current budgeting process (role over of previous year's budget; incremental) to a 'value-oriented' process which would be (at least partially) performance based. This provisional budgeting process will be data-driven and transparent.
2. Such a provisional budgeting process for academic units is a shared space that would allow us to simultaneously discuss revenue/expenditures and strategic priorities while increasing transparency and accountability of all academic unit budgets. It should help us improve our local budgeting processes and increase the likelihood that we are using resources optimally.
3. This provisional budgeting process for academic units seeks to balance the need for the Office of the Provost to establish central campus-wide strategic goals for AA with the need for local autonomy (at the school/college/unit-level) so that deans and school/college/unit-leadership can apply greater local knowledge to define their own goals and strategic aspirations.
4. This provisional budgeting process for academic units should increase accountability of decision-makers at all level of AA. It is a step toward a new budgeting process for Academic Affairs.
5. The shared space of this provisional budgeting process for academic units may allow us to create opportunities for us: to assist each other in developing strategies for efficient use of resources by helping each other; to increase each other's ability to explain/talk/narrate the budgeting process, justify decisions we have to take; to innovate, and; to lay the groundwork for a deeper and wider change in culture at SIUE—one in which eventually all folks (faculty in particular) realize that their work in the classroom has some 'economic'/fiscal/financial aspect/consequence.

Date/Time/Place	Participants (Who)	Work/Tasks	Result/Product
Preliminaries			
2.30-4.30pm, R, 26 Jan	Provost and Chair, Council of Deans	Update FSEC about FY24 budget process for academic units	FSEC has some understanding of the FY24 budget process for academic units and understanding that the SPA process is being revised.
8-10/10.30am, W, 1 Feb, 3 rd Floor Conference Room, Lovejoy Library	Deans, Business Directors, Provost, Associate Provost, AA Chief Business Director, VC Enrollment Management, Director of Institutional Research	SOP, SON, LIS Integrated Presentations of Unit Situations (historical context, current FY23 situation, and future opportunities/threats). Presentations will vary by unit. The goal is to provide an honest, raw, overview of the situation in the unit. See end note (*) for more details. Each unit will get 40 minutes (but presentations should be 30 mins max, to allow for Q&A and discussion). May go into Deans' Council meeting.	We leave with a sense of the situation in and opportunities and threats that SOP, SON, LIS face.
8-10/1030am, W, 8 Feb., 3 rd Floor Conference Room, Lovejoy Library	Deans, Business Directors, Provost, Associate Provost, AA Chief Business Director, VC Enrollment Management, Director of Institutional Research	SOE, SEHHB, SDM Integrated Presentations of Unit Situations (historical context, current FY23 situation, and future opportunities/threats). Presentations will vary by unit. The goal is to provide an honest, raw, overview of the situation in the unit. See end note (*) for more details. Each unit will get 40 minutes (but presentations should be 30 mins max, to allow for Q&A and discussion). May go into Deans' Council meeting.	We leave with a sense of the situation in and opportunities and threats that SOE, SEHHB, SDM face.
8-10/1030am, W, 15 Feb., 3 rd Floor Conference Room, Lovejoy Library	Deans, Business Directors, VC Enrollment Management, Provost, Associate Provost, AA Chief Business Director, Director of Institutional Research	BUS, Grad School, CAS Integrated Presentations of Unit Situations (historical context, current FY23 situation, and future opportunities/threats). Presentations will vary by unit. The goal is to provide an honest, raw, overview of the situation in the unit. See end note (*) for more details. Each unit will get 40 minutes (but presentations should be 30 mins max, to allow for Q&A and discussion). May go into Deans' Council meeting.	We leave with a sense of the situation in and opportunities and threats that BUS, Grad School, and CAS face.
8-10/1030am, W, 22 Feb., 3 rd Floor Conference Room, Lovejoy Library	Deans, Business Directors, Provost, Associate Provost, AA Chief Business Director, VC Enrollment Management, Director of Institutional Research	Reflection. Opportunity for VC Enrollment Management and Director of IR to share data and respond. Provost then leads conversation about the overall situation in academic affairs. In the last 20-30 minutes, the Provost presents the 2-3 'grand challenges' that she poses for academic units to address in the coming 18 months. And she ends by: presenting budget forecast for academic units (broken down by unit) (best-case and worst-case scenarios), and the overall number of RA/TA positions AA will have for AY23/24. This will provide the Council of Deans with a starting point for FY24 planning.	We leave with a sense of threats and opportunities. We have challenge targets from Provost for FY24 strategic budget planning for academic units. We have a starting point for budget planning. And we have a target for the total number of RA/TA positions that will be divided between the units for AY23/24.

Drafting/Developing			
8am-12noon, R, 2 March., 3rd Floor Conference Room, Lovejoy Library	Deans, Business Directors, VC Enrollment Management, Director of Institutional Research	Develop draft Hiring/Staffing Plans (FY24 coverage and FY25 hiring). Presentations and discussion regarding projected unit-level salary costs for FY24 (includes anticipated retirements, etc.). Focus on hiring/staffing plans for units. Provost wants, in other words, coverage plans for FY24 and preliminary hiring plans for FY25. Must propose RA/TA budgets/numbers by unit. Provide overview of use and develop rationales for RA/TAs, tied to university strategic plan. Arrive at rough distribution of numbers by school and the number for the ‘central pool’ to be held by the Dean of the Graduate School. Propose instructor/lecturer budgets/numbers by unit (the former lecturer memo). Provide overview of use and develop rationales of instructor/lecturers, tied to university strategic plan. Provide preliminary list of full-time/continuing faculty hiring requests (for hiring in AY24/25) (lists, preliminary priorities) (tenure-track, clinical, visiting, etc.). Discussion of (amongst other matters): how hiring/staffing plans are aligned with enrollments; how plans will affect class sizes; impact on scheduling; changes to enrollment and scheduling.	Minimally, we leave with solid RA/TA targets (#s and costs) by unit. Better, we leave also with a solid sense of projected unit-level salaries and projections for FY24 and projections for lecture, instructor, and continuing-faculty hires that will begin in F24 (and impact FY25).
8-10am, W, 8 March., 3 rd Floor Conference Room, Lovejoy Library	Deans, Provost, Associate Provost, AA Chief Business Director, VC Enrollment Management, Director of Institutional Research	Present draft coverage plans for FY24 and preliminary hiring plans for FY25. Deans make presentations (10-12 mins) regarding unit-level coverage plans for FY24 and hiring plans for FY25 to Provost. Q&A and discussion (Focused on: are these necessary? Supported by enrollments? Aimed at opportunities? Addressing Provost’s challenges? Impact on scheduling? Are we using resources optimally?)	Deans receive feedback that allows for refinement of FY24 hiring plans.
8am-12noon, F, 17 March, 3rd Floor Conference Room, Lovejoy Library	Deans, Business Directors, VC Enrollment Management, Director of Institutional Research	(First Part) Refine draft FY24 coverage and FY25 hiring plans and (Second Part) develop major non-personnel initiatives (non-salary budget items) (discussion expands to use of 2- and 4- accounts here). Deans and BDs revise and refine FY24 hiring/staffing plans and rationales; revise and discuss projected effects on enrollments, scheduling, etc. (In particular sharpen RA/TA allotments by unit). In second half, present and discuss non-salary aspects of FY24 budget and discuss major initiatives, elements, challenges, etc. Discuss ways that units are (maybe) using 4-account monies to cover core unit operations.	Continue build out of unit-level budgets. We leave with sharpened TA/RA allotments/targets. We leave with ‘complete’ rough draft FY24 budgets.

8-10am, W, 22 March, 3 rd Floor Conference Room, Lovejoy Library	Deans, Provost, Associate Provost, AA Chief Business Director, VC Enrollment Management, Director of Institutional Research	Present non-salary parts of unit-budgets (2- and 4-accounts). Deans make presentation (10-12 mins) regarding non-salary aspects of unit budgets/initiatives to Provost. Q&A and discussion. (Focused on: are these necessary? Supported by enrollments? Aimed at opportunities? Addressing Provost's challenges? Are we using resources optimally?)	Deans receive feedback that allows for refinement of FY24 budgeting plans.
Between 23-28 March	Deans, Associate Deans, Business Directors (MEETING SEPARATELY BY UNIT)	Unit-level drafting of final draft FY24 budget presentations. Individual, private, unit-level discussions about draft FY24 budget proposals and opportunity to develop final presentations. (Also, a gift of time from the Chair of the Council of Deans!)	Deans have an opportunity to develop final draft presentations with their leadership teams.
Final Draft Presentations/Approvals			
8am-12noon, W, 29 March (during Deans' SPA meeting time and Dean's Council meeting time), 3rd Floor Conference Room, Lovejoy Library	Deans, Business Directors, Provost, Associate Provost, AA Chief Business Director, VC Enrollment Management, Director of Institutional Research, the remainder of the Provost's Senior Staff	Presentation of Final Draft of FY24 Budget Proposals. Deans (with assistance from their BDs) make holistic FY24 strategic budget presentations (20 minutes). Q&A. Discussion.	Deans receive final feedback on FY24 budget. Provost, Provost's Senior Staff leave with a holistic sense of FY24 budget. [Final unit-level allotments of TA/RA by unit approved orally (with follow-up memo from Provost), so that contracts can be moved.
by 4.30pm, M, 3 April	Deans	Final FY24 Strategic Budget Plans to Provost [Template/Form. The sections above (and the endnote below) are the rough template (with bullet points for the final unit-level budget plan); final details to come: available between 15 Feb-1 March]	Provost receives final FY24 Budget Plans/Proposals.
2.30pm, R, 20 April	Provost and Chair of the Council of Deans	Presentation of AA FY 24 Budget Plans to FS Budget and Finance Council. Q&A. Discussion.	FS updated.
By 4.30pm, F, 19 May	Provost	Provost signals approves/modification of unit-level FY24 budgets	
Finalization of detailed tenure-track searches (with start date AY 24/25)			
F, 2 June	Deans	Faculty (AY24/25) SPA Due	
12-16 June	Council of Deans	Council of Deans meets to discuss and vote on detailed unit-level requests for AY24/25 tenure-track hiring requests	

by 19 June	Chair, Council of Deans	Chair of the Council of Deans forwards decisions regarding AY24/25 tenure-track hiring requests to Provost	
by 30 June	Provost	Provost forwards decisions regarding AY24/25 tenure-track hiring requests to Chancellor	
by 28 July	Chancellor	Chancellor informs Provost and Council of Deans of his decisions regarding AY24/25 tenure-track position requests	
Process: Review/Revision			
1-15 July	Deans, Business Directors, Provost, and Provost's senior staff	Deans, Business Directors, and Senior Staff reflect and examine the beta version of the budget process for academic units; discuss problems and strengths; revise. Aim to expand to all of Academic Affairs for FY25 planning. Present to Provost and discuss.	A revised budgeting process for Academic Affairs is presented to Provost.
7-22 July	Provost and Chair, Council of Deans	Discuss FY24 Budgeting Process for academic units with FSEC and relevant FS bodies; gather feedback; discuss proposed FY25 Academic Affairs budget process; determine way to integrate FS Budgeting and Finance Council into FY25 process.	Academic Affairs gets feedback from FS; we get some sense of how to integrate FS Budget and Finance Council into FY25 process
By 28 July	Provost, Deans, Business Directors, and Senior Staff	Provost presents back to deans an iterated AA budget process to Council of Deans for planning for FY25	Provost presents to Deans the budget process for FY25
By mid-August		FY25 Budget Planning process begins	

*** Integrated Presentations should include the following:**

- a. Past Performance.** Describe to us how the unit has arrived at the current situation by discussing, minimally, revenue and expense studies. Draw on other relevant documents and data (such as annual reports).
- b. Strategic Goals.** Provide horizon of unit-level strategic goals (at level of detail that is appropriate for us to discern rationale for current choices and evaluation of future opportunities).
- c. FY23 Budget Updates** (unredacted and honest). Detail progress toward 4% cut and 4.6% contingency. Necessary for units to discuss relevant 2- and 4-accounts and other revenue streams.
- d. Future opportunities and threats.** Provide overview of major opportunities for enrollment growth as established in consultation with Provost and VC of Enrollment Management; identify where (departments) there are more faculty than warranted by current (or reasonable projected) number of students. Identify other unit-level opportunities and threats as appropriate to unit (for example, Grad School and LIS holistic presentations will look distinctly different).