

**Armstrong Atlantic State University
Faculty Senate Meeting
Minutes of February 17, 2014
Student Union, Ballroom A, 3:00 pm**

- I. Senate President Baird called the meeting to order at **3:00** pm (see Appendix A)
- II. Senate Action
 - A. Approval of the [Minutes from January 27, 2014](#) Faculty Senate Meeting
 - B. Remarks from Dr. Linda Bleicken, President
 1. Various changes in Enrollment Services including new personnel and review and streamlining of procedures.
 2. A process to evaluate both academic programs and ancillary services is being developed for implementation in fall 2014.
 - i. The book, [Prioritizing Academic Programs and Services](#) is being used to guide the discussion.
 - ii. Work will be done collaboratively with Dean's Council, President's Cabinet, Angeles Eames (Dir. of Assessment), and faculty through their respective departments
 3. Update on Faculty Salary Study
 - i. Raises will be based on results of faculty performance review being completed by Deans.
 - ii. Review should be finalized by early March.
 - iii. Question from floor: Why was mean salary vs median salary used for the study? Response: Means (based on 9 month salaries) were used because the CUPA data is based on means.
 - iv. Question from floor: Has issue with the CIP codes from previous and current study been resolved? Response: CIP codes issue has now been resolved by Provost's office.
 - v. Question from floor: Will there be some stability in the Enrollment Management area in the future? Response: Maria Noblitt is currently serving as Interim AVP of Enrollment Management through May, 2014. She is working with the President Bleicken's office to provide stability to the area moving forward. A follow up report on the status of the open AVP of Enrollment position will be given as stability improves.
 - C. Old Business
 1. Outcome of Bills
 - i. [FSB-2014-01-27-03](#) Preservation of Degree Programs
 - a. Faculty Senate leadership met with President Bleicken to express concerns regarding elimination of the Physics degree program.
 - b. The review process will be modified per President Bleicken's comments above (See II.B.2).
 - D. New Business
 1. Committee Reports
 - i. [University Curriculum Committee Minutes](#)
 - a. APPROVED without modification
 - ii. [Graduate Affairs Committee](#)
 2. Budget Presentation by Dr. Linda Bleicken, President, and Mr. David Carson, Vice President for Business and Finance (Appendix B)

- i. Armstrong receives funding through formula based on enrollment, building square footage, fringe benefits and other operating factors.
- ii. Current funding formula has been used since 1982. We now only get approximately 50% from state.
- iii. New funding formula is being developed based on retention, progression and graduation rates along with other factors.
- iv. Not likely we will ever return to past levels of state funding per student FTE.
- v. Business Office works with Provost and Enrollment Management to determine enrollment projections.
- vi. USG held harmless for \$20.1 million loss in enrollment funding given the previous years of budget cuts.
- vii. Students have asked for two fee increases (student activity and athletic fees). However, BOR wants to avoid any fee increases.
- viii. Housing and meal plan fees will be held flat in spite of 3-4% increase in costs. Students will also be given a 5% discount for returning to the residence halls the following year.
- ix. A quarterly financial report (See page 16 of Appendix B) will be available on the Business and Finance website.
 - a. Question: Has differential tuition fees for online programs helped with our budget? Response: Yes, it (as well as the growth in graduate enrollment) has helped and should be expanded. The differential fee helps departments defray other costs.
 - b. Currently running a ~ \$2.5 Million surplus, but should end year with zero surplus. Armstrong was one of two schools last year with a zero end of year surplus.
- x. Instructional expenses compared to other USG institutions
 - a. Question: Are athletics (auxiliary) expenses included in instructional expenses? Response: No, it is only based on education and general expenses.
- xi. Comment from floor: Although Armstrong is within norms of combined instructional and academic support (See page 19 of Appendix B) with respect to peer institutions, but that does not mean we should not have higher levels of support? Response: The Business and Finance Office only reports the information, but is open to participating in those types of discussions with the Provost's office. Question from floor: What is included in the Instructional Support line item? The library, ITS, secretarial staff, essentially anything supporting instruction. A detailed list can be sent to FS. Student Services represents 5.89% of the budget. Question from floor: Do we have any data that shows the impact of funding on retention so we can better allocate future funding? Response: This is more a question for the Provost and Institutional Research, but we are happy to assist in providing relevant financial data.
- xii. Question from floor: Is it correct to say we actually have ~\$88 million budget in expenditures if we include auxiliary and interest? Also, is it correct to say that of the ~\$48 million in Salaries and Wages, ~\$19-20 million is for faculty salaries? Response: The total budget expenditures is ~\$100 million if auxiliary and financial aid is included. The proportion of

salary for faculty is not immediately available, but personnel salary details can be presented at the next FS meeting.

- xiii. Question from the floor: There was a \$1.6 million increase in operating expenses compared to 2013, what was the source of this? Response: This is typically due to capital projects for campus improvement.
- xiv. Responses from emailed questions:
- a. No budget line item set for consulting fees. Consultants hired when in-house expertise is not available for a specific event. Consultants can not be hired for longer than a year and usually funded from one time funds or directly from departmental operating funds. It is independent of the salary adjustments.
 - b. End of year money could potentially be used to fund faculty grants, but it must be spent by June 30. President Bleicken is in discussions with Deans to develop a faculty summer grant program using these funds. These grants should not supplant efforts to teach summer classes since our budget is dependent on summer classes.
 - c. A spreadsheet has been provided for all employees making over \$50K/year to President Baird.
 - d. There have been no raises in the Business and Finance Office in the past 3-4 years with the exception of a single individual promoted in the office.
- xv. Question from floor: How much have we saved from the solar panels on the Commons building? Response: It is producing 25% of the power to the building as designed.
- xvi. Question from the floor: It was mentioned that it is advantageous for us to attract more non-traditional students, but we have put a lot of resources towards traditional students in recent years. Is this suggesting a shift in our institutional focus? Response: We know that the traditional student population has not been as robust as it has in the past. We expect to continue to see a leveling of the number of high school graduates. We must therefore look at the non-traditional population to make up the enrollment gap. It is a USG wide effort to create a more friendlier environment for the non-traditional student population. Attractive services and schedules need to be developed for them, but not to the exclusion of the traditional student population. Armstrong had a history of attracting non-traditional students in the past, and we need to examine how we get them back to Armstrong.
- xvii. Question for the floor: Are surpluses from the current year included in the budget for the subsequent year? Response: We do not have a contingency fund. Surpluses are really one time funds, usually salary funds from vacant or open positions. Another source is from utility savings which always needs a built in surplus due to unknown weather contingencies. These funds cannot be re-budgeted, but are shifted to one time funds once it is determined it will not be spent.
- xviii. Please feel free to ask follow up questions as needed.
- xix. Question for the floor: Are deferred action students considered residents? BOR policy 4.3.4 states that each institution should verify the lawful

presence. Department of Homeland Security (DHS) has also indicated that deferred action students are considered lawfully present by DHS during the period deferred action is in effect. Response: Enrollment Services handles this decision. Also, DHS made that statement; however, state legislators and the BOR have a very specific view on lawful presence. We are required to report lawful presence every semester. There is zero tolerance from the BOR if we cannot verify lawful presence of each student. Ultimately, this is out of Armstrong's hands considering we are dependent on state funding.

- xx. Comment from floor: We are holding housing fees constant to help our students. We sympathize with on the plight of students. However, faculty are faced with significant cost increases without increases in salaries. While the salary study will provide merit based raises for some, it would good to see a cost of living salary increase for everyone. Response: President Bleicken has discussed this specific issue directly with the Chancellor, and it is at the top of his agenda.
- 3. No update available from Faculty Welfare regarding part-time faculty salaries.
- 4. President Baird has no remarks regarding the degree program given the recent changes to the program review process (See II.B.2 above)
 - i. Regarding [FSB-2014-01-27-03](#) , it is flawed to use a fixed number for all degree programs since some degree programs will be inherently smaller than others. This issue will be raised at the next USG Faculty Council meeting.
 - ii. Question from floor: Has the Physics program been deleted? Response: It is no longer scheduled for deletion for now.
 - iii. Question from floor: What about other programs that are in danger of being deleted? Response: Initially only knew of the plans for eliminating Physics.
 - iv. Question from floor: If part of future funding will be based on degree completion then taking away a (Physics) degree option would seem to be counterproductive. Should this be looked at? Response: This needs to be discussed with the BOR Vice-Chancellor. In previous discussions (Sept. 2013) where Physics was mentioned specifically, he seemed to understand that some degree programs will never be popular but are still necessary. Follow up attempts for additional clarification from the Vice-Chancellor have gone unanswered.
- 5. Motion for Executive Session of Faculty Senate to discuss protocol matters APPROVED. All non-senators were asked to vacate the room. Subsequent Faculty Senate discussion has been archived and can only be approved in a subsequent Executive Session of the Faculty Senate.

III. Meeting adjourned at 5:00pm.

Yours faithfully,
Wayne Johnson
Faculty Senate Secretary

Faculty Senators and Alternates Attendance (Updated: 01/20/14)

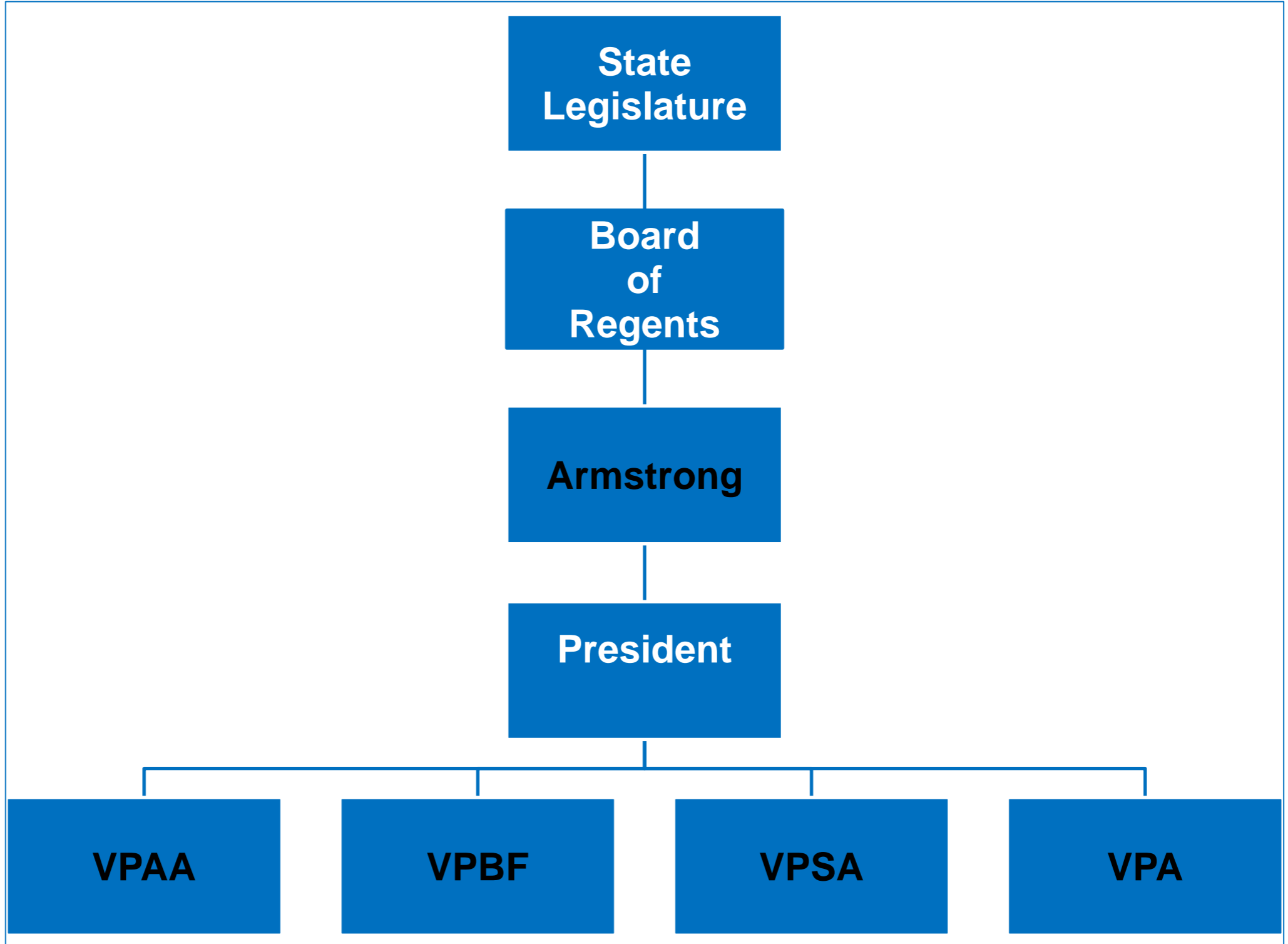
Department	College	# of seats	Senator(s) and Term Year as of 2013/2014		Alternate(s)	
Adolescent and Adult Education	COE	2	Regina Rahimi (3)	x	Rona Tyger (Kathleen Fabrikant)	
	COE		Ed Strauser (3)		ElaKaye Eley	x
Art, Music, Theatre	CLA	3	Angela Horne (3)	x	Karl Michel	
	CLA		Deborah Jamieson (1)	x	Emily Grundstad-Hall	
	CLA		Elizabeth Desnoyers-Colas (1)	x	Megan Baptiste-Field	
Biology	CST	3	Traci Ness (2)		Sara Gremillion	x
	CST		Brett Larson (1)	x	Jennifer Brofft-Bailey	
	CST		Kathryn Craven (1)	x	Aaron Schrey	
Chemistry, Physics	CST	3	Brent Feske (2)	x	Brandon Quillian	
	CST		William Baird (3)	x	Jeff Secrest	
	CST		Catherine MacGowan (3)	x	Will Lynch	
Childhood & Exceptional Student Education	COE	2	Barbara Hubbard (2)		Patricia Norris-Parsons	
	COE		Anne Katz (1)	x	Glenda Ogletree	
Criminal Justice, Social, & Pol Science	CLA	2	Katherine Bennett (2)	x	Daniel Skidmore-Hess	
	CLA		Michael Donohue (3)		Dennis Murphy (B. daCruz)	x
Communication Science & Disorders	CHP	1	Maya Clark (3)	x	April Garrity	
Computer Science & Info. Technology	CST	1	Ashraf Saad (2)	x	Frank Katz	
Economics	CLA	1	Nick Mangee (1)		Yassi Saadatmand	
Engineering	CST	1	Wayne Johnson (3)	x	Priya Goeser	
Health Sciences	CHP	2	Leigh Rich (2)	x	Joey Crosby	
	CHP		Janet Buelow (1)	x	Rod McAdams	
History	CLA	2	Chris Hendricks (2)	x	Michael Benjamin	
	CLA		Jason Tatlock (3)	x	Allison Belzer	
Library	CLA	1	Melissa Jackson (2)	x	Ann Fuller	
Languages, Literature, Philosophy	CLA	4	Bill Deaver (1)	x	Nancy Remler	
	CLA		Dorothee Mertz-Weigel (3)	x	Chris Baker	
	CLA		Beth Howells (3)	x	Tony Morris	
	CLA		Erik Nordenhaug (2)	x	Richard Bryan	
Mathematics	CST	3	Michael Tiemeyer (2)	x	Greg Knofczynski	
	CST		Paul Hadavas (1)	x	Tim Ellis	
	CST		Joshua Lambert. (1)	x	Jared Schlieper	
Medical Laboratory Science	CHP	1	Denene Lofland (1)	x	Chad Guilliams	
Nursing	CHP	4	Deb Hagerty (2)	x	Carole Massey	
	CHP		Jane Blackwell (2)	x	Luz Quirimit	
	CHP		Jeff Harris (1)		Jill Beckworth	
	CHP		Amber Derksen (1)		Cherie McCann	
Physical Therapy	CHP	1	David Bringman (2)	x	Nancy Wofford	
Psychology	CST	1	Wendy Wolfe (3)	x	Mirari Elcoro	
Radiologic Sciences	CHP	1	Shaunell McGee (1)		Rochelle Lee	
Respiratory Therapy	CHP	1	Christine Moore (3)	x	Rhonda Bevis	

Agenda

- **Welcome and Opening Remarks**
- **Budget Process**
- **The Budget!**

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Funding Flow - State Appropriations



How Funding Works

- Under constitutional authority, the Board of Regents (BOR) approves annual budget requests for the University System of Georgia (USG).
- Funding is provided to the USG through a funding formula, linked to:
 - enrollment growth,
 - increases in facilities square footage and
 - other operating factors.

FY 2015 Budget Cycle

(Budget Effective July 1, 2014 – June 30, 2015)

June – September 2013	• Development of FY15 Budget Request
September 2013	• Board Approves FY15 Budget Request
September 2013	• USG Submits FY15 Budget Request to Governor
January 2014	• Governor Releases Budget Recommendations
March – April 2014	• General Assembly Finalizes FY 15 Appropriations Act
April 2014	• Board Approves Allocations, Tuition and Fees
April – May 2014	• Institutions Develop and Submit FY15 Budget
May 2014	• Board Approves FY15 Budget (By Institution)
June 2014	• FY15 Annual Operating Budget Submitted to OPB

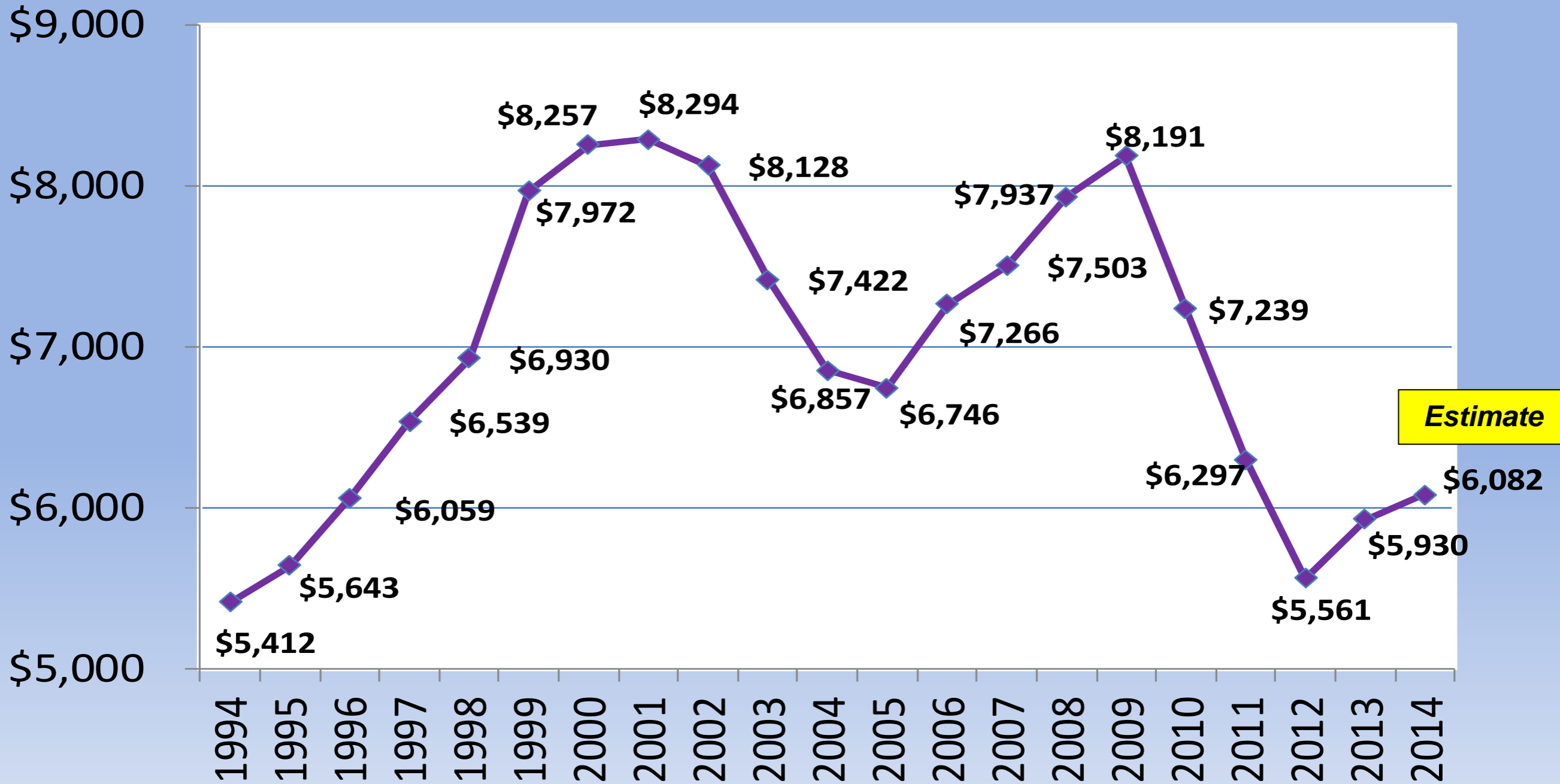
Current Formula

- Current in place since 1982
- Formula Variables (Semester Credit Hours, Square Footage, and Fringe Benefits)
- State Funds – Tuition ratio: once 75% - 25% is now ~48% - 52%
- Formula Revision Overdue

What is the New Funding Formula?

- Progression/Retention Measured at 15, 30, 60 and 90 Hours
- Completion/Degrees Conferred
- Potential Bonus Measures:
 - Strategic Initiatives
 - Critical Fields
 - Pass Rates
- Special Populations:
 - Low-Income (Pell As Proxy)
 - Non-Traditional (Age 25 or Over)

State Funding Per Student FTE



Revenue Projections – Campus Level

- In December, institutions complete and submit the **Revenue Projections**. It includes:
 - Estimated number of students, head count,
 - Revenue estimated at current rate with no tuition increase
 - The amount of revenue generated from a 1% increase in tuition
 - Other revenues
- **The Board determines the tuition rate increase for all USG institutions.**

BOR FY 2015 Budget Instructions

- FY 2015 Office of Planning and Budget Instructions
- No required reductions or withholds
- Request Limited: For most State Agencies the FY 2015 Budget cannot exceed the FY 2014 Budget
- Exceptions:
 - State Education Agencies may request workload increases including enrollment, M&O and fringe benefits.
 - Medicaid based on number served
 - Retirement Systems addressed by OPB

FY2015 USG Outlook

- 2.74% decline in semester credit hours
- \$20.1 million loss in enrollment funding
 - 11 Institutions Potential Gain totaling \$21.2M
 - 20 Institutions Potential Loss totaling - \$41.3M
- Further enrollment decline Fall 2014 (FY 2016)
- No quick recovery – action required!
- “New Normal”

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	NEW TUITION RATE	Current FFF students - no increase in FY 2014	NEW TUITION RATE	Total
	Freshmen Class FY 2014	FY 2009 Cohorts (Freshman Entering Spring 2009)	Continuing undergrad & graduate students on non-guaranteed rate	
ESTIMATED NUMBER OF STUDENTS (FALL HEADCOUNT)				
Undergraduate Freshmen	2,356	0	0	2,356
Undergraduate Sophomores		0	1,480	1,480
Undergraduate Juniors		0	1,385	1,385
Undergraduate Seniors		0	1,510	1,510
<i>All Graduate/Professional students</i>			708	708
TOTAL NUMBER OF STUDENTS	2,356	0	5,083	7,439
REVENUE ESTIMATED AT CURRENT RATE WITH NO TUITION INCREASE (BASED ON UNDUPLICATED HEADCOUNT, ALL SEMESTERS)				
In-state undergraduate students	\$7,373,252	\$0	\$15,886,219	\$23,259,471
Out-of-state undergraduate students	\$1,294,471	\$0	\$2,789,034	\$4,083,505
<i>All Graduate/Professional students</i>			\$3,697,706	\$3,697,706
TOTAL REVENUE	\$8,667,723	\$0	\$22,372,959	\$31,040,682

What if we don't make our enrollment target?

Undergrad In-state 12 hours	\$2,543
If we miss FTE target by 1 %	\$309,767

Fees

- All mandatory, housing, and miscellaneous fee requests are due from the institutions to the BOR Fiscal Affairs Office in December
 - Detail of revenue projections for each fee
 - A financial data form with actual and projected revenues and expenditures
- The BOR approves tuition rates and all mandatory fees in April/May. The Chancellor approves housing and food service fees at the same time.

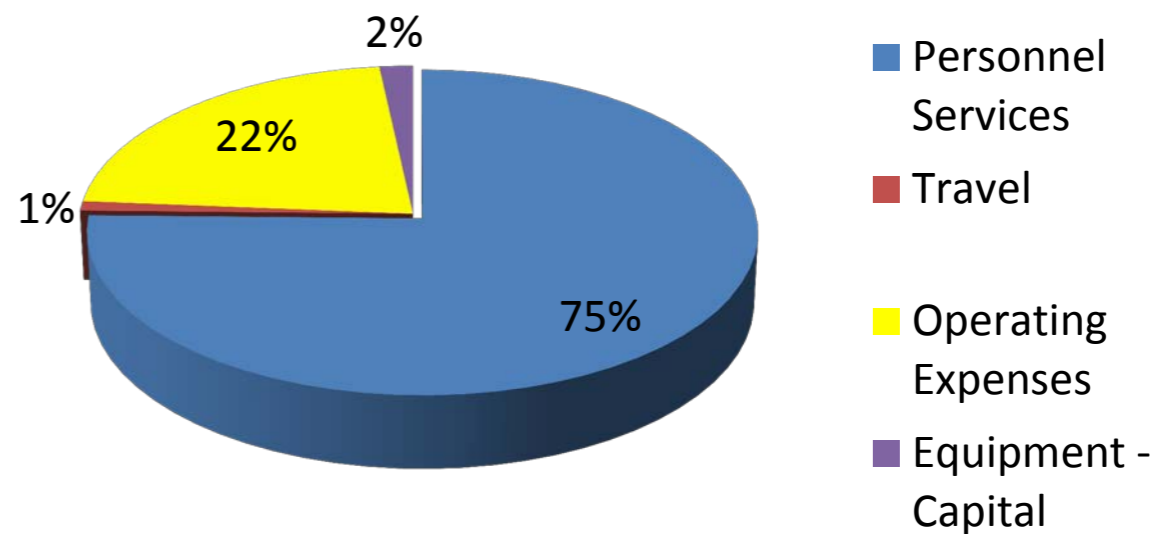
Budget Amendments/Adjustments

- **Revenue Adjustments**
 - Throughout the course of the fiscal year, various factors necessitate the adjustment of revenue estimates within the budget system:
 - Changes in enrollment
 - Changes in other income
 - Budget reductions

Budget 2014 E & G

Personnel Services	\$48,244,251
Travel	\$607,398
Operating Expenses	\$14,084,721
Equipment - Capital	\$1,123,000
Grand Total	\$64,059,370

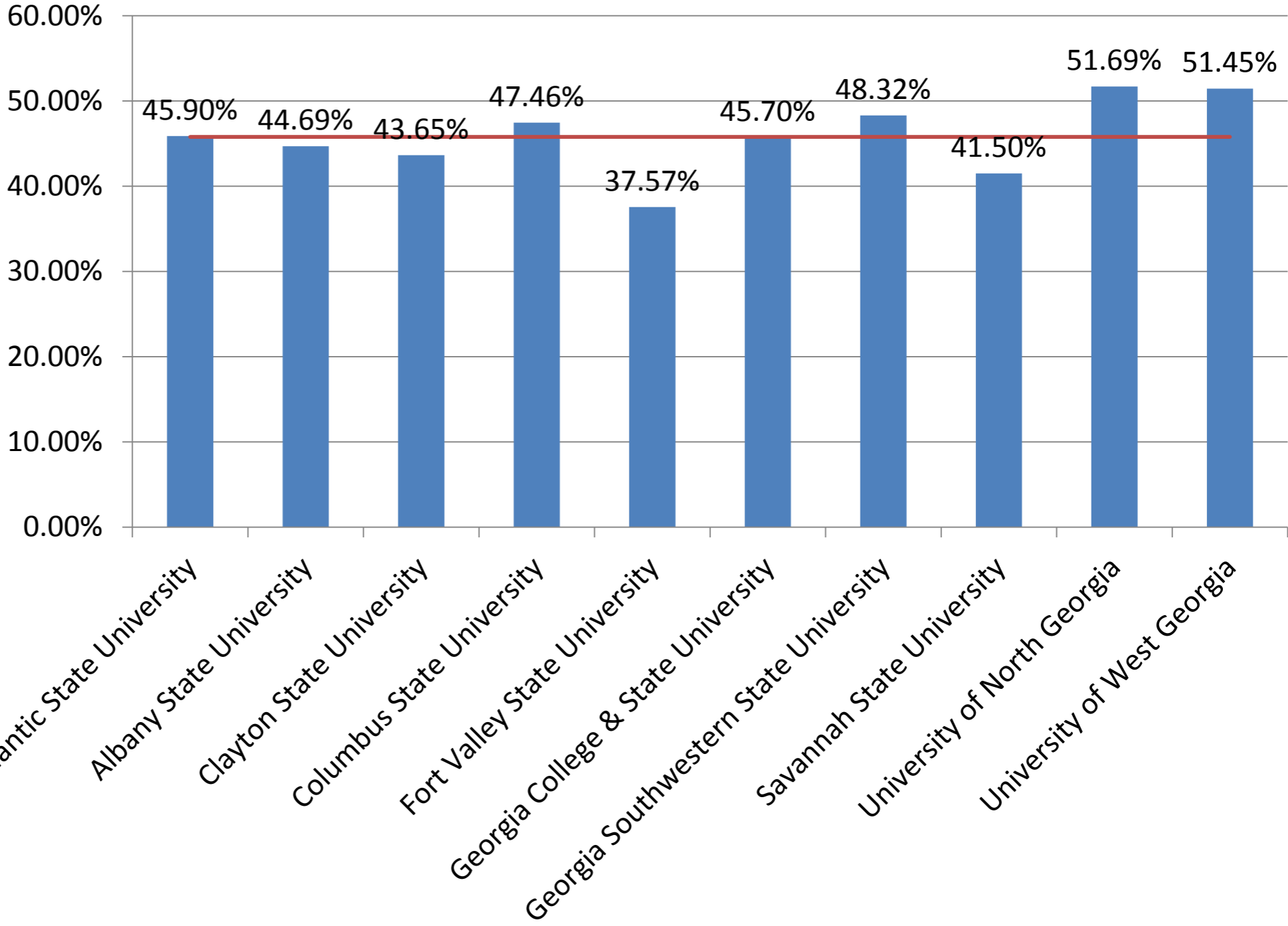
Expenses



Armstrong Atlantic State University					
Report on FY2014 Revenues and Expenditures Through Second Quarter					
General Operations	Amendment System Data		FY 2014 Projections Through Second Quarter	FY 2014 Actuals Through Second Quarter	Variance
	Original Budget	Second Quarter			
Revenues					
State Appropriations	\$ 28,588,670	\$ 28,588,670	\$ 14,294,334	\$ 14,294,334	\$ -
Tuition	\$ 30,559,000	\$ 31,559,000	\$ 28,199,759	\$ 28,912,816	\$ 713,057
Other General Funds	\$ 4,911,700	\$ 4,864,700	\$ 3,955,634	\$ 4,182,649	\$ 227,015
Total General Funds Revenues	\$ 64,059,370	\$ 65,012,370	\$ 46,449,727	\$ 47,389,799	\$ 940,072
Expenditures					
Salaries and Wages	\$ 48,107,278	\$ 48,121,242	\$ 23,225,812	\$ 22,429,732	\$ 796,080
Travel			\$ 231,943	\$ 247,634	\$ (15,691)
Operating Expenses	\$ 15,952,092	\$ 16,891,128	\$ 6,790,725	\$ 4,664,063	\$ 2,126,662
Equipment			\$ 561,989	\$ 924,279	\$ (362,290)
Total General Funds Expenditures	\$ 64,059,370	\$ 65,012,370	\$ 30,810,469	\$ 28,265,708	\$ 2,544,761

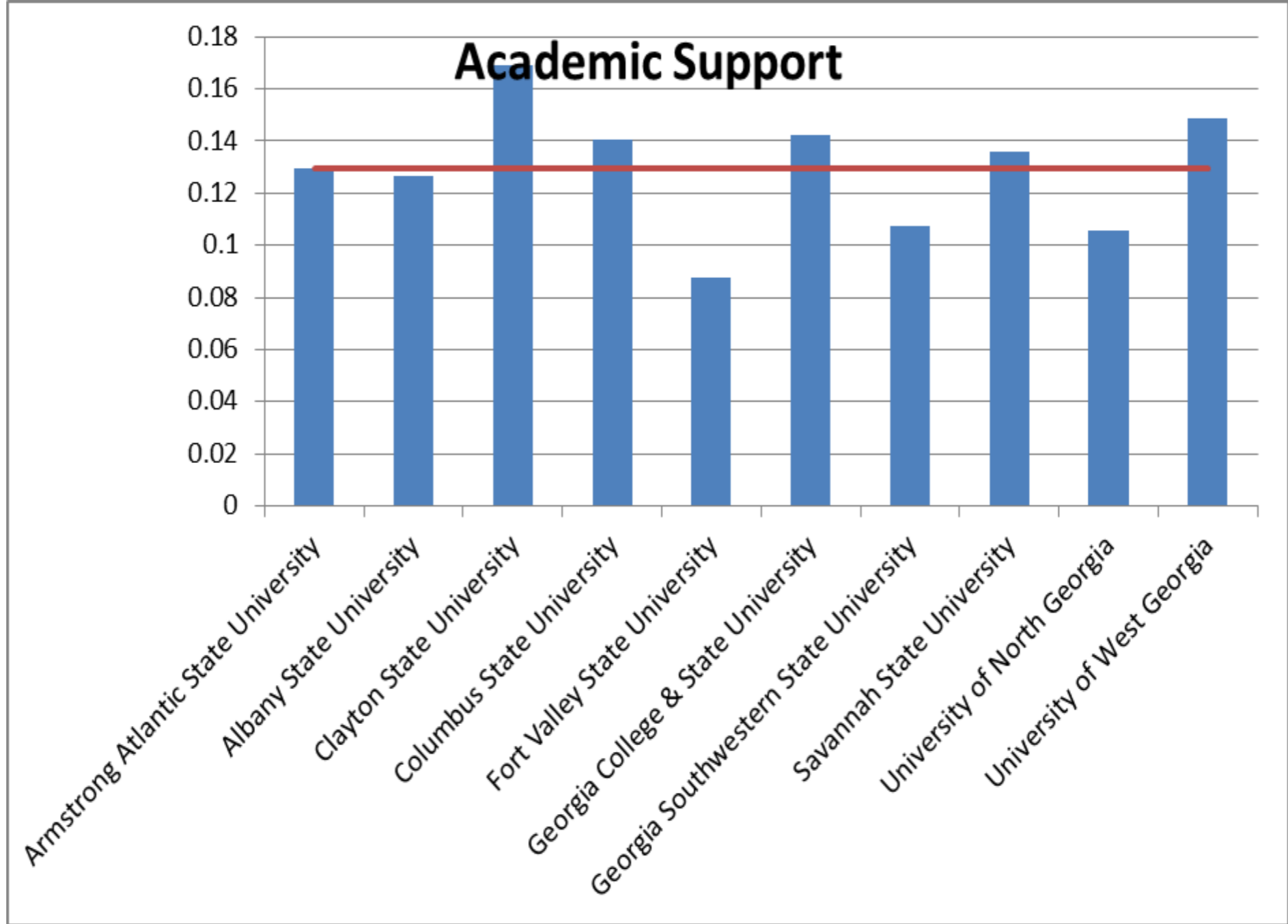
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Percent of FY 2013 Instruction Expenses Compared to Other USG Institutions



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Percent of FY 2013 Academic Support Compared to Other USG Institutions



Instruction & Academic Support Combined – FY 2013

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