

University of Southern Maine Faculty Senate
meeting of October 12, 2007 (2 - 4 p.m., 321 Bailey)

MINUTES

Present:

Officers: T. Parchman (chair), N. Erickson (vice-chair, secretary)

Ex officio: R. Cleary, S. Feiner, B. Foster, M. Lapping, D. Malhotra, B. Toy, B.L. Whitford, J. Wood, J. Wright

Voting members : A, Aboueissa, J. Andonian, H. Amoroso, Jr., K. Ashley, S. Chinn, L. Clark, B. Clary, (B. Fraumeni attending), T. Coste, E. Eagan, B. Edmands, D. Gilbert, M. Hamilton, H. Kohli, R. Kuech, D. Lambert, D. Lynn, T. MacDonald, L. Miller, F. Pavri, J. Read, C. Rosenthal, D. Thompson, L. Turesky, J. Uzzi, S. Valdés, T. Wagner, S. Waldrep, H. Fred Walker, A. Whitmore

Non-voting members: K. Granahan, V. Tarbell

Guests: S. Campbell, N. Gallagher, D. Johnson, R. Redonnet, L. Savage, J. Staples, B. Steele, F. Vassallo

Absent:

Ex officio: M. Drucker, P. Pitegoff, B. Shaffer, B. Toy

Voting members : N. Artz, E. Collom, D. Doane, L. Elliott, V. Hart, N. Wanderer, E. Wiley, K. Wininger

Summary:

	Present	Absent
Voting members	31 (80%)	8 (20%)
Non-voting members	2 (50%)	2 (50%)
Ex officio	9 (69%)	4 (31%)
Guests	8	0
Total	49	11

- 2:00 1. Call to order by Chair Parchman
- 2:01 2. Introductions
- 2:01 3. Approval of minutes of September 7, 2007 meeting notes
Notes approved unanimously *via voce.* after one modification by Interim President Wood
- 2:01 4 Reports (23 minutes)
See the Faculty Senate web page for the reports by Interim President Wood, Chair Parchment, Professional Staff Representative Granahan

No reports from Interim Provost Lapping, Board of Trustees Representative Walker, Student Body Representative, Classified Staff Representative Tarbell, Part-time Staff Representative Gilbert.

Questions included those about:

- Senator Eagan inquired about a comment attributed to Judy Ryan (in the Professional Staff report) about the fact that the Faculty Senate was looking at a structural proposal, a statement inaccurate at the time it was made. (Professional Staff Representative Granahan will look into whether the report can be amended.)
- Senator Lynn inquired about the absence of some consideration of graduate education at USM (Interim President Wood explained various factors about the nature of the enrollment figures, concluding that one category of students can not be isolated or protected.)
- Senator Ashley commented on retention (*Moving Forward n° 5*), noting the lack of data and discussion on who is admitted to USM, the different student populations, administrative standards and retention. (Interim President Wood commented on the need to recruit more students given the retention figures, the revenue flow question and the fact that both strong students and marginal ones go away as well as the fact that adding more marginal students will extend the deficit.. Dean Malhotra later commented on indirect information available, despite a lack of explicit data)
- Senator Hamilton asked about the different versions of *Moving Forward n° 5*. (Chair Parchman explained the mix-up between the labeling of the report to the Senate and *Moving Forward n° 5*). Then, Senator Hamilton inquired about the National Student Engagement Survey.(cost, n° of years of participation) . USM has participated in the Faculty Survey for one year and the Student Survey for six years at a cost of approximately \$2,500/year. Senator Hamilton suggested that

USM withdraw from its participation in order to save money and because the survey is conceptually flawed. Senator Eagan commented that a study could be designed at USM to talk to those students who have left the institution, thereby saving money and using serious research. Chair Parchman commented on the need to engage graduating seniors in order to reference student satisfaction and report on it. Senator Ashley supported the need for more serious studies of our students and commented that our marketing efforts are not adequate.

Senator Miller spoke about her outreach work in the high schools in Maine (examples of student work at USM, expectations for courses..), the reactions of high school teachers to her comments and documentation and the need for a better institutional commitment to the high schools in Maine.

2:24 5. Old Business. (3 minutes)

a. Motions from Academic Policies & Standards – Senator Hamilton

Senator Hamilton presented two motions in the following proposals:
<http://www.usm.maine.edu/facsen/12oct07meeting/HISTAMNDRPT2.pdf>
Each motion was voted and accepted *via voce*.

2:27 6. New Business (103 minutes)

a. Reorganization - Interim Provost Lapping

Interim Provost Lapping presented the reorganization plan (See: <http://www.usm.maine.edu/mcr/update/0708/AAreorg1003.html>), then stated that he was prepared to talk, listen and get the process started. He further explained that these were not mandates but propositions to guide discussions and explorations that could be undertaken in order to save costs and protect faculty positions during the hiring freeze. Since the loses to retirements would not be strategic, he stressed the need to examine carefully the need to fill certain positions (ex. 2 impending retirements in Chemistry, 1 likely to be replaced in Bio Chem given the role played in other programs – Biology, Nursing, Sciences). Interim Provost Lapping commented on his desire to protect departments and faculty from cuts, the fact some savings would be immediate, others long-term.

A lengthy discussion ensued, which included, but is not limited to, the following comments and questions:

-whether synergies be deliberately enabled. (Senator Coste)

Interim Provost Lapping replied in the affirmative, stating that “at some time. Capital will need to prod or stimulated some of this.”

-if the Administration was open to other possibilities.(Senator Miller)
Interim Provost Lapping: This is a conversation we have to have. We need to find administrative savings when possible, show genuine efforts to save. The new president could come in, cut quickly and not with sensitivity.” Ideas will be brought forward to the Dean’s Council

-the specific time frame for making decisions and the data behind these programs (Senator Lambert)

Interim Provost Lapping gave “the following ball-park numbers”:

total savings: \$1.3 million, or less given estimates and actual results

ASET & Business merger (\$300,000 in savings)

loss of 1 Dean @ \$120,000 + 46 % of salary in fringe benefits

loss of 2 staff positions

Muskie (\$368,000 in savings)

loss of 1 Dean @ \$120,000 + 46 % of salary in fringe benefits

loss of 3 staff positions

Nursing, Health Professions and Education (\$355,000 in savings)

1 loss of 1 Dean @ \$120,000 + 46 % of salary in fringe benefits

loss of 3 staff positions

unification of various departments in Arts & Sciences (\$30,000 in savings)

loss of 3 chairs

total: 3 Deans, 8 Staff positions, 3 Chairs

In addition, savings of \$1,000,000 in areas such as Continuing Education, University Outreach

Interim Provost Lapping then stated “I will hold harmless the library. It’s been cut too damn much.” He noted that some retirements may be forthcoming, and that the changes would impact Spring and Summer 08.

Concerning the time frame for the reorganization, Interim Provost Lapping would like to wrap up the discussion by January and begin implementation.

Senator Amoroso inquired about the context for the Sunday Portland Press Herald article (90 cuts) and the potential for participation by a new president in the plan, to which Interim Provost Lapping pointed out that the Board of Trustees had mandated him to do three things, 1 or 2 which

could be done quickly, others requiring more time, and that he had not accepted the position to sit on the problems. Interim President Wood pointed out that the cuts would come over a period of two years, that 30 had already been done, leaving 60 in a two-year period. He further explained that more students were living in residence halls than ever before, that Portland Hall was on the market (50% = SMCC students), and that the students currently housed there will not be there next fall since it is the only residence hall in the UMS without sprinklers and that money would not be spent remedying this situation.

Professor Deb Johnson, visiting the Senate, asked about the administrative structure necessary to maintain schools to which was offered an explanation about accreditation requirements (ex. ASET, Business require separate status), some new costs (ex. Associate Deans in CAS) and the need for Dean Malhotra to move into the role of an Executive Dean which would allow him to perform his job more efficiently.

Senator MacDonald, reminiscing about having been perhaps an accountant in a former life, reminded the Faculty Senate about the urgency and necessity for specific and detailed information on the financial issues, especially a thorough cost/benefit analysis. Interim President Wood stated that the Administration had been sharing more financial information than before, and that there would be a detailed cost/benefit analysis forthcoming about the General Education proposal.

Professor Feiner, Director of Women's and Gender Studies, explained the merger of ASET / School of Business and CONHP / Education would create even greater gender disparity in salaries which would have to be addressed. Senator Eagan commented on the division of the university into pink and blue units. She then mentioned that the university would only have one female Dean (Education) and that this merger would reduce the chances of having another one, to which Interim Provost Lapping responded that it was historically the case, although not providential.

Senator Edmands inquired about whether part/time faculty would be relied on more heavily given this reorganization, to which Interim Provost Lapping responded that he could not respond as he had not thought of that and could not get into that at this point, and that he hoped that we would not have to move to that.

Senator Hamilton asked why USM has to pay back monies taken from UMS contingency funds that USM helped to create? He noted the money in UMS reserve funds was siphoned off over a period of years from funding that otherwise would have come to USM and the other six campuses. He asked what reserve funds are for if not for covering unexpected expenditures? Senator Hamilton suggested the Board of

Trustees and the Chancellor should accept some responsibility for these deficits, because it was they who made tuition at the community colleges so much more attractive than at USM. He stated that USM should restructure the university to prevent future deficits, but we should not be required to pay back money directly into UMS reserve funds. He noted that unless USM actually did something wrong, there is no moral or conceptual basis for this requirement. He also noted the budget cuts USM must make will be much larger over a longer period if we must pay back this money directly, and UMS reserve funds can be built up again in the same manner as they were before: siphoning off money from annual appropriations that otherwise would come to USM and the other campuses. Senator Hamilton concluded that we need to see some effective advocacy on this issue from the Interim President on behalf of USM in his dealings with the Chancellor and Board of Trustees. Interim President Wood responded that USM will be required to make \$5.5 million in budget cuts this year, of which the structural deficit is about \$3.6 million per year, suggesting the remaining \$1.9 million is “a portion” of the monies USM is required to pay back into UMS reserve funds. He said that additional amount will continue to be paid back for some years. Senator Eagan pointed out that the Faculty Senate had been asked repeatedly to support proposals without having been given the costs of the proposals and that she was asking for that at this time.

Senator Lynn commented that she appreciated the transparency and that the faculty was recognized, rather than being treated as children, infantilized as in the past. She wondered if the notion of synergy could be expanded to think across units in order to chose to realign as individuals.

Senator Waldrep spoke about the question of savings and reorganization in terms of stop-gap methods or rethinking the mission of the university.

Interim Provost Lapping spoke at some length on the need to talk truth to one another, the role of education to transform people’s lives, the need to say what we mean and mean what we say and the need to address the mission of the university,

Senator Miller commended the Interim Administrative team, wondered if there was any talk about not finding a new President and Provost, and stated her lack of confidence in someone from outside solving these problems more effectively than the Interim Administrative team.

Professor Savage commented on the level of anxiety, talk and confusion about the roles of the Administration, the Faculty Senate and governance at USM, before commenting on the need to keep people informed.

Senator Whitmore wondered what the situation will look like in a month. Interim Provost Lapping commented that first, the Deans will take leadership in each unit in order to study the proposals, bring forward questions, problems. If asked people to send any ideas to lapping@usm.maine.edu . He will bring proposals to the Deans' Council to be vetted. The Deans of ASET and Business will be meeting to investigate whether schools where this merger is working, not working. Interim Provost Lapping indicated that there would be a vote after that point.

Professor Steele inquired about the costs involved in creating these schools, and wondered how they would operate. He indicated that discussions had not yet started in Theater, or with Art and / or Music.

Senator Walker spoke about the October 12, 2007 article in the Portland Press Herald in which Board of Trustees' Chair Meg Weston mentioned that management consultants would be hired to oversee the financial concerns at USM. Senator Walker then asked if an external body should be vetting the proposed changes, and stated that he feared USM would be digging itself a deeper hole without such confirmation from experts outside the university as to the financial merits of the proposed changes.

Interim President Wood stated that not all cuts would be made, but that given the hiring freeze, that another way to shift the work around would be necessary. He explained that USM need not wait until a complete plan were in place, but that starting pieces of it now could be done. Some of the same kinds of measures outside the sphere of Academics have already been done, and a report on this would follow at some point. He stated that for six of the seven years he had been here, that the budget in Academic Affairs had been cut, and that he had been trying to keep a lid on this for a long time, but that the situation has been getting urgent. He mentioned that the Board of Trustees would have to approve the reorganization.

Dean Malhotra commented that in CAS a conversation would take place at the institutional level, and that given that an appropriate administrative structure would follow, and adopt a step-wise approach.

Senator Lynn wondered what spurious options were in store for Muskie. (growth, merger..) . Senator Amoroso inquired as to how the reorganization would solve the larger picture.

Interim Provost Lapping commented on the community shed, or impact of the 3 community colleges in Southern Maine (SMCC, YCCC, CMCC) on the situation at USM. He pointed out the retention problem in the community colleges which is larger than ours, and other factors which impact the financial picture of the university. It is combination of 10-12

factors which has caused this dilemma. He concluded his remarks by stating the following: "Although the propensity of the university is to not change, USM can either change or die. The future is in our hands. We need to examine the propositions put on the table and move forward."

One last comment by Professor Steele addressed the fact that "recommendations for reorganization were distributed without a vision statement, and that they appeared "too loose." He would like to see a rationale for the reorganization changes proposed.

4:10

7. Meeting adjourned.

Respectfully submitted,

Nancy Erickson
Recording Secretary, Faculty Senate