

**Attending:**

Chair John Daily, Vice Chair Bob Schulzinger, Secretary Barbara Bintliff, BFA at-large reps Cathy Comstock and John Cooper, BFA Academic Affairs Committee Chair Martha Jo Sani, BFA Budget & Planning Committee Chair Uriel Nauenberg, BFA Communications Committee Chair Tom Geers, BFA Diversity: Committee on Women Co-Chair Chonin Horno-Delgado, BFA Infrastructure: Libraries Committee Chair Steven Bruns, BFA Student Affairs: Intercollegiate Athletics Chair Michael Preston, ASC Chair Jeff Mitton, AVC Budget and Planning Academic Affairs Bill Kaempfer, Lynn Rose Bryant, VP David Groth, Susan Silverton, Judy Van Gordon, Dean Spear, Lou McClelland, Budget Director Ric Porreca, Director of Institutional Relations Bobbi Barrow, VP Bill Fischer, VCAA DiStefano, Chancellor Byyny, UCSU Academic Affairs Student Rep Trey Lyons, Silver and Gold reporter Jeff Dodge

Not attending: BFA Budget and Planning: Faculty Benefits and Compensation Chair Sanjai Bhagat, BFA Faculty Affairs Committee Chair Dan Liston

A meeting of the Boulder Faculty Assembly Executive Committee was held on Monday, December 14, 1998, in Porter Biosciences Room B121. Chair John Daily presided. The meeting convened at 3:30 p.m. and adjourned at 5:15 p.m.

**A. Approval of Minutes**

*Approval of minutes will be at a later date.*

The BFA Executive Committee minutes will be forwarded to the BFA, Jeff Mitton, and UCB administrators each week after approval.

**B. Report from Chair Daily**

**Diversity Plan**

Daily reported that the December 7 issue of the Chronicle on Higher Education has an article on diversity that is of considerable concern. Daily will ask the students to talk to the BFA Executive Committee about the student diversity plan.

**Health Care**

Daily reported that the recommendations by Liz Leif are on the web and that he would like the BFA to discuss whether or not to endorse the plan. Daily noted that he feels the plan is excellent and that the representative issue on UBAB has been resolved.

**Committee Assignments**

Daily reported that Chris Zafiratos has declined service on the Peak Performance Committee and that Schulzinger needs to contact Zafiratos regarding others who may be able to serve. Daily reported that Marty Walters volunteered to serve on the student affairs committee.

Schulzinger will notify Bruns regarding the issue of late fines being turned over to collection.

### **Instructors Bill of Rights**

Comstock asked that the Instructors Bill of Rights be reviewed during the first month BFA meeting.

### **BFA Meetings**

Daily stated that the first BFA meeting of the spring semester will be February 4 and that the BFA Executive committees would begin meeting on Monday, January 25.

### **BFA Administrator**

Daily announced that the BFA Administrator (Kathi Hoskins) has accepted a position working with ITS and Jim Marshall and that a new BFA administrator should be placed by January 25.

## **C. System Administration Panel Discussion**

Daily opened the discussion by stating the reason for the discussion as the result of many concerns expressed by faculty about the general overall state of affairs regarding support for faculty activities at UCB and the University in general.

Daily reported that during the campus group discussion the following issues of concern were discussed:

- Faculty salary and benefits
- General level of operational support
- TA support
- Shift in the nature of faculty to larger dependency on part-time faculty

Cooper suggested discussing how system decides on priorities for allocating funds to the campus.

Chancellor Byyny stated that faculty lines and benefits are important but that there are also other important things to discuss and choices must be made with consideration to trade-offs.

Byyny stated that each campus makes most of the budget priority decisions and that once the funds come to the campus it is each campus that decides how the funds will be spent. Byyny stated that there are funds that are clearly under faculty control such as research funds. Byyny said that a huge source of funding is through tuition and discussed the importance of balance between faculty lines and student enrollment. Byyny stated the third major source of funding is through fund raising and discussed the efforts being made to get funding for endowed chairs.

Byyny responded to Cooper by saying that the Budget Director proposes a budget and that UCB administration then goes to system administration to help them understand the priorities and needs

of UCB. Once the system office has funds from the legislature they are allocated to the campuses. Byyny stated that the general fund, for the most part, is proportional to what the campus has historically received and that has been satisfactory. Byyny further stated that the President has initiatives for the Total Learning Environment and he takes the funds and allocates them back to the campuses at the campus request to bring campuses to full funding. Byyny stated that last year and this year the campus Chancellors with the President began enrollment funding, most funded by the state, some that is not. Byyny said that for every increased resident student there is an additional \$4,300 that comes with that student and that the last year was a source of additional funding. Byyny said that this has been a very fair, participatory process for the campuses, each group makes some compromises and the system works. Byyny stated the biggest change in the last two years has been to move from a budget process of waiting until the university finds out what the legislature will allow and then presenting a budget to moving toward a resource management strategy that identifies what each campus wants and projecting three to five year budgets before the legislature gets started.

Byyny thanked Jeff Mitton for raising some of the issues of the panel discussion.

VP Fischer commented on the interaction between campuses and system and that it is happening more now because of IRMS. Fischer discussed the restrictions of Tabor and the interim committee of JBC to look at the problem next summer. Regarding fund raising, Fischer reported that the campus executive committee is putting together a five-year budget plan for fund raising. Fischer stressed the importance of engaging more faculty in these discussions to be sure that everyone is satisfied, that there are many dimensions to the process and that they are starting early to assure success.

Lou McClelland distributed copies of the UCB vs. AAU public faculty salary comparisons report (copies available from the BFA office). McClelland discussed the report and said that by using two different sources of information did not make much of a difference, both sources showed a downward trend of UCB faculty salaries since 1991. Byyny commented that McClelland worked very hard to define the various faculty classifications within the report.

Byyny commented that data for 1998 won't be available until March 1999 and that it will be important to see if the trend is better, worse, or about the same trajectory. Byyny stated that his interpretation of the report is that the trend for assistant associate professors is in the wrong direction and that full professors at UCB have been chronically below what they should have been. Byyny also noted that the salary compression is more dramatic at UCB than at other research institutions.

Schulzinger commented that the downward curve coincides with the passage of Tabor about the time that Gordon Gee left the university as President, who was committed to hold salaries up to the median of peer institutions. Byyny commented that enrollments also decline during this time. VP Groth commented that the State limited non-residents shortly after this time that also contributed.

Mitton commented that the decline has been going on for six or seven years. Mitton read the BFA motion that was passed unanimously in 1993 by BFA and forwarded to system administration regarding student to faculty ratios. Mitton commented that in 1993 as chair of the budget committee for BFA, he attended the Budget Retreat and stated that BFA was concerned about what was happening to faculty salaries. Mitton stated that Glen Stine stated at the time that fixing faculty salaries was not going to fix anything and that they weren't going to do it and went on to the next piece of business. Mitton stated that this year, working with system administration, faculty made the point that they felt the priorities had placed administration above everything else. Mitton stated that the faculty that has been with UCB for a while realizes that there has been a problem with system administration. Mitton commented on the additions to system administration at the same time that faculty was being cut. Mitton stated that this made the faculty angry and felt that system administration does not listen or respond to faculty. Mitton said that ASC did not call off the discussions of a vote of "no confidence" but rather postponed it to see if system administration would put in writing, a reinvestment in faculty. Mitton stated that without that commitment the discussion regarding the vote of "no confidence" would resume.

Tom Geers commented about faculty bringing in funds rather than expending funds. Geers commented on the situation that faculty are rewarded below the average yet bring in income that is above average. Geers stated that this is a source of considerable consternation among faculty.

Nauenberg asked for constructive conversation to correct the problems. Geers credited McClelland, Ruhnka, and Nauenberg for their calculated information. Geers said that in doing his own calculations he finds the President's promise of 1% over inflation is a very positive development if Denver/Boulder and national inflation rates for peers stay about the same.

Steven Bruns commented that having some sort of concrete and reasonable goals along with a coherent plan to make a commitment of faculty would do a great deal to help morale.

Fischer commented that system administration is listening to faculty and that the President's commitment is serious. Fischer said the President has looked at the numbers and feels the problem is serious and is committed to making CU a better institution within the next five to seven years. Fischer stated that inner campus committees are looking at the ways and means, along with faculty involvement, to make this happen. Fischer stated that the impact of Tabor and the legislature is clear and that the President has taken a leadership position with JBC. Fischer commented on the interim committee of JBC next summer to deal with the issues. Fischer stated some of the issues are tuition structure, flexibility for tuition at UCB and other campuses, and student to faculty ratios. Fischer stated the importance of making better use of ICR and that they are working with the Chancellor rather than waiting to see what the legislature does.

Cooper followed up on the problem with system and communication with faculty. Cooper believes TLE is aimed as an investment in faculty but that colleagues look at it as a useless management exercise. Cooper stated that there must be a way to get through to the general faculty who read a few lines in *The Silver and Gold* and feel that they know what is going on. Cooper further stated that until system administrations gets the commitment to reinvest in faculty through to faculty they will continue to believe it is a management exercise.

Kaempfer stated that he is positive about the President's commitment of CPI plus 1%. Kaempfer commented that there are things that could happen to increase revenues in the short term and even on a permanent basis. Kaempfer stated his hope that CPI plus 1% is a floor and not a ceiling.

Fischer stated that compensation must be thought of in terms of benefits as well as salary.

Byyny commented that UCB administration would work together with system administration that trade-offs are considered to get the additional resources that can go to salaries. Byyny commented on the health benefit plan and the efforts to limit increases in that area.

Schulzinger commented on the earlier private fund raising discussion and that there will now be some accountability and performance indicators for efforts to raise private funds. Schulzinger said that it is a point of frustration that the capital campaign has not yet been announced to faculty. Schulzinger stressed the importance of constant benchmarks and indicators to see how the fund raising is doing and what kind of return on investments. Byyny commented that there are benchmarks and discussed the process, currently in progress, of talking to colleges and schools about fund raising.

Mitton applauded the efforts to get out from under Tabor and get money from donors but believes it is off the mark for the panel discussion. Mitton sees the problem within the university that has to do with policy. Mitton stated that if administrators and faculty were both doing better they could celebrate together, and if both were going down they could wring their hands together. Mitton stated that problem that if one is going up and the other going down, as is currently the situation, there is divisiveness. Mitton stated that faculty feels as though faculty has been cut so administration could grow. Mitton stated the problem is the way the pie is sliced and that there needs to be a long term policy to reinvest in faculty.

Fischer stated that to examine in hard numbers what the growth has been shows that the institution has doubled, new capital has doubled, and the enterprise has doubled. Fischer stated that ASP has increased and that it was necessary. Fischer stated that some of the increase in system administration numbers is due to a shift and that he believes the numbers distort the lack of interest and priority.

Byyny commented that part of the great growth of UCB has been in research funding in faculty and that if ICR is to continue at the same level they must be invested in things that will be reimbursed and that often administrative functions are often those things that are reimbursed. Byyny commented on the VCA has lacked investment for example, and that a prudent investment in that area would be in the faculty best interest. Byyny commented on the complications of the issue and that the question needs to be asked "what do you invest in and why."

Geers commented on communication and that when the 1% over inflation faculty salary increases are available and when deans can announce that operating budgets have been increased, the communication will take care of itself. Geers also commented on the salary vs. total compensation issue and that his calculations were based on compensation not on salary. Geers

asked if the 1% commitment on the part of the President is relative to salaries or total compensation. VP Groth replied that it is not specific, but he believes the 1% is relative to salaries. Groth continued to say that better information is need regarding faculty salaries and benefits, and the need for a business plan to determine how to accomplish this task. Geers asked if McClelland could repeat her analysis on total compensation rather than salary. McClelland responded that it could be done. Geers stated that his belief is that all curves in McClelland's report would be lower if done this way. Geers further commented that if we don't get Lou McClelland to extend her salary analysis to a total compensation analysis, we will have blown the whole faculty compensation issue.

Groth reiterated the importance of a business plan to resolve the problems and that nothing would happen without strategies and the means to implement them.

Lynn Rose Bryant stated the importance to clarify whether the 1% increase is in salary or total compensation so that people do not feel betrayed, even though in fact they may be better off.

Nauenberg asked about the issue of faculty lines. Byyny responded that those issues should be discussed on campus first and offered to return to BFA to discuss the issues.

#### **D. Next Meeting**

The next regular meeting of the Boulder Faculty Assembly Executive Committee will be Monday, January 25 in Room B121 in Porter Biosciences from 3:30 to 5:00 p.m.