

Minutes
Senate Budget Policies Committee
Friday, May 18, 2018, 2–4 p.m.
CL 817

Members in attendance: Tyler Bickford (secretary), Panos Chrysanthis, Yolanda Covington-Ward, Mackey Friedman, John Mendeloff, Wesley Rohrer (chair), Adriana Maguina-Ugarte (SC), Richard Henderson, Frank Wilson (Senate President), Katie Fike (UTimes), Amanda Brodish, Thurman Wingrove, Steve Wisniewski

Absent: Elia Beniash, Anthony Bledsoe, Laura Fennimore, Emily Murphy, David Rowe, Maddie Guido, Shreyas Vamburkar, John Baker, Phil Wion, Beverly Gaddy, David DeJong, Art Ramicone

Meeting called to order at 2:02pm by Chair Rohrer

1. Minutes from April 20 approved
2. Matters arising
 - Rohrer: It has been a pleasure serving on this committee. I believe that is the first time I can say that since I've been at Pitt.
 - Recognizes Bickford for his excellent work as secretary, with organization and detailed minutes.
 - Thanks to committee members emeriti, Phil Wion and John Baker, who have continued to make contributions to this committee.
 - Thanks to Frank Wilson, who is a regular participant on this committee, ending tenure as Senate President, where he has done an outstanding job.
 - Thanks to administrative partners, Steve Wisniewski, Amanda Brodish, David DeJong, and Thurman Wingrove and his staff, who did a remarkable job on the PBS survey.
 - Bickford: Congratulations to Rohrer, who received award for Service in the University Senate
3. Welcome new members, Yolanda Covington-Ward and John Mendeloff
 - Introductions
4. Election of officers for AY 2018–19
 - Rohrer stands for reelection as chair, Bickford stands for reelection as secretary
 - Wilson: Endorse continuation of current leadership, who have done good work and built productive relationship with Provost's office
 - Chrysanthis: seconds endorsement
 - Rohrer and Bickford elected unanimously as chair and secretary for AY 2018–19

5. BPC schedule for 2018-19

- Rohrer: Bickford and I will meet in June to develop an agenda for next year. We have regularly met on the third Friday of the month. Does that still work for everyone?
 - Bickford: We will probably need to make an exception in December, given winter break, and meet on the second Friday in December
- Members express support for continued meetings on third Fridays

6. Fall 2018 undergraduate recruitment update, Amanda Brodish, Office of the Provost

- Pittsburgh campus
 - Marc Harding and his team have done great work
 - Just over 4300 paid deposits. 7% above target or 4100. We anticipate about 200 students will melt off over summer. In past we have backfilled by taking students off waitlist. This year we probably will not.
 - Diversity is up, along variety of metrics.
 - Out of state up 2.5 percentage points to 42%
 - Just over 5% international, up slightly
 - Almost 14% underrepresented minority, up 2.5 percentage points. Driven largely by increase in number and percentage of Hispanic students. We are now at about 6%, 2 percentage point increase over last year.
 - PC: Are Hispanic students in state or out of state?
 - Brodish: My hunch is that it is largely driven by out of state. Recruiters have increased focus on urban areas and states with large Hispanic populations, growth likely comes from those locations.
 - Wisniewski: We have been targeting increase in out-of-state students, in Hispanic students, and international students. Recently hired recruiters in California and Texas
 - Maguina-Ugarte: Does out-of-state number include international?
 - Brodish: Yes, but increase in out-of-state still holds if we take out international students.
 - Covington-Ward: Numbers of students from City of Pittsburgh and Allegheny County.
 - Brodish: Good question, we can look into that.
 - Wisniewski: New program to accept all valedictorian and salutatorians from PPS schools, and we have quite a return on that.
 - Quality metrics:
 - SAT average 1348, up 10% from last year
 - ACT average 30.1, almost half a point increase
 - First-year to Sophomore retention at 93.8%, highest it has ever been. We are targeting 94%. We are up in all of the schools that admit first-year students.
 - Rohrer: Recruitment, admits, and retention of students with disabilities. Do we have that data?

- Wisniewski: Applicants don't declare disabilities on application.
 - Covington-Ward: Information on parental income?
 - Brodish: Not all students complete FAFSA, so we don't have that information for everyone.
 - Bickford: Test scores correlate with family income, so targeting higher test scores works as cross purposes with recruiting low-income students?
 - Wisniewski: We were not targeting higher test scores.
 - Covington-Ward: Numbers of Pell grants?
 - Wisniewski: Went down this year. We were aiming for a higher Pell population and went down.
 - Wisniewski: About 75% probably complete FAFSA
 - Mendeloff: It would be interesting to get information about family income.
- Regional campuses
 - Paid deposits down relative to last year, at all four campuses
 - UPB and UPG down slightly, 1 or 2%
 - Down 10% at UP Johnstown
 - Down 1/3 at UP Titusville, as expected due to program changes
 - Recruiting happens throughout summer, picture might change
 - Friedman: Is the baseline last year at this time?
 - Brodish: Yes
 - Covington-Ward: Explain situation at Titusville?
 - Wisniewski: Right now it is an official regional campus. Next year it will be a satellite of UP Bradford. Partnership with Butler County Community College and partnership with trade school to provide training to residents of that area. It will continue to exist as an entity, but no longer as a regional campus. For 8-10 years UPT has been overseen by president of Bradford campus.
 - Rohrer: Trade school is Bidwell Corporation
 - Bickford: About 25 full-time faculty at UPT. Will they still be employed in the Fall?
 - Wisniewski: University is actively working to help place faculty in other roles across the system.
 - Wilson: Continued employment is also a significant issue for staff at UPT.
 - Bright spot: First-year to sophomore retention is up at UPG, UPB, and UPT, down only very slightly for UPJ.
 - Rohrer: I anticipate this committee will be spending more time looking at regional campuses next year.
 - Wilson: Often regionals are the place where "option students" who might be on the waiting list at Pittsburgh campus are encouraged to apply to regionals. UPG is the closest. When Pittsburgh campus decides to release waitlist students, we get a little surge. Can work in reverse, if we hold off too long it frustrates students, who

go somewhere else. What I heard at our retreat is that we're leveling off, can start working our way back up.

- Friedman: 10% down at UPJ, what is the total number?
 - Brodish: About 700
 - Bickford: Do we know what programs are down at UPJ?
 - Brodish: No
 - Bickford: UPG just created a nursing program that may have drawn students away from existing UPJ program.
 - Wilson: Last year UPJ increased because they created an Engineering program, so there was a spike from last year. That hurt UPG because we had some large Engineering cohorts, that decreased after UPJ program created. Nursing enrollments at UPJ are increasing, we are ahead of goals. Additional growth in health sciences needs facilities.
 - Rohrer: Opportunities to share facilities?
 - Wilson: We are working on things like that.

7. PBS survey results, Thurman Wingrove, Controller (survey results and survey instrument available in BPC Box folder)

- Rohrer: One of the significant tasks this year has been PBS oversight. This committee has responsibility for oversight of the University Planning and Budgeting System. We don't drive it but it is in our charge. That oversight has been done inconsistently and infrequently. We decided this year, with agreement of administration, to conduct survey of Planning and Budgeting Committees. That was implemented by Wingrove's office. There are two types of data: quantitative and raw comment data. We wanted to strike a balance between asking everything we might want to know, and having a survey people would respond to. Response rate was 46%.
- Wingrove: This survey was done in two phases. First phase was to collect the names of people on PBCs in the units. 33 business managers, responses from 31, 317 people part of PBC in their area. We also asked for some additional information in terms of length of time on committee. Average was four years on committee. Once we had the population of 317, we sent the survey itself electronically through Qualtrics. Two weeks to respond, with 2 follow ups, one after a week, second day before due date. 147 responded. 51 started but did not complete, not included in results. Comments have been redacted to maintain confidentiality of respondents—identifying information about person or responsibility center redacted.
 - Overall effectiveness, 72% responded effective or highly effective
 - Frequency of meetings: 54% in 1-5 range, 5% 0 meetings
 - Percentage satisfied with opportunities to ask questions: 80%
 - Satisfied with amount and quality of data: 69%
 - Received final copy of report: 59%
- Mendeloff: What do we mean by effectiveness? What is the purpose of the Planning and Budgeting process?
 - Rohrer: When I have been on a PBC we mostly focused on program development, not hard budgeting. I was surprised by high degree of satisfaction.

- Bickford: From PBS document: "The Planning and Budgeting System (PBS) is an integrated, comprehensive system. It combines within a single, coherent process all long-range planning and budgeting; creation of operational plans and budgets based on performance, personnel, capital, and financial budgets; budget modifications and augmentations; facilities management and development; and evaluation of all University programs and responsibility centers." Expectation that all these tasks follow procedures.
- Wilson: Committees are meeting more this year, since oversight process began.
- Maguina-Ugarte: I wonder if "effectiveness" only measures what the particular PBC set out to do, rather than effectiveness of planning and budgeting overall
 - Chrysanthis: I had same idea—effectiveness within our own context, we all felt we were effective. But 54% who did not respond may not have felt it was effective. Do we plan to publicize the results?
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- Covington-Ward: Even in comments you can see that not everyone is positive.
- Bickford: I'd appreciate seeing numbers broken down by role (Admin, Faculty, Staff, Student) as well as by Academic Area.
- Friedman: Is there a process to identify units where these are relatively lower, to get back to the responsibility centers and encourage them to make improvements?
- Mendeloff: Who does the PBS process provide value to? Does it provide value to faculty and staff? To head of unit? To the provost's office?
 - Wilson: It is supposed to benefit all of them. Document outlines coherent process from bottom up. I have heard comments anecdotally from people who received the survey and were surprised by it. I hope, supporting Friedman's comment, that we talk about this publicly.
 - Maguina-Ugarte: It depends how much each group has bought in to the process.
 - Rohrer: I think that has some value. It seems to me that the critical linking pin is the dean. If the dean takes it seriously, that will inform their planning.
 - Mendeloff: It does force the dean to put together a document, but it does not force the PBC to discuss, deliberate, analysis.
- Bickford: Comments seem to say that budget information is not available to PBC members. We have an incremental budget model, so there are not a lot of decisions to make, but still having that information is important. One part of the goal of the PBS is that members are knowledgeable about their unit's budgets. It sounds like most are not receiving those numbers.
 - Wingrove: My office provides planning document to all units, it may not be getting disseminated to the PBCs.
- Chrysanthis: We have to find out how granular this survey went down to.
 - Bickford: Did the survey get to department level PBCs in A&S (only RC with department-level PBCs)
 - Wingrove: I can ask my staff
- Rohrer: How do we publicize these results?

- Wisniewski: I would be reluctant to publicize the comments for privacy reasons.
- Rohrer: If we bracket the qualitative responses, what is the best way to distribute the summary data?
 - Wisniewski: We have the UTimes here.
 - Rohrer: This is a report prepared for the committee, is it appropriate for committee chair to report to Faculty Assembly?
 - Wilson: In terms of the UTimes, Katie Fike could write an article about this, with comments from committee members. Could link to report.
 - Bickford: We could also get back to PBC members with results.
- Wisniewski: Members of Provost's office met to discuss how to respond to these results, developed following proposed actions:
 1. Provost's office will develop and disseminate best practice guidelines to share with PBCs
 2. Provost's office will conduct annual meeting with Deans/Directors, Associate Deans, Department Chairs, Planning and Budgeting Committee Chairs, etc. Not just PBC chairs but leadership from units
 3. Share-unit specific reports. We are creating reports with useful data for unit leadership, we can make the same reports available to PBCs. Reports will include student data, student-faculty ratios, credits produced/consumed, retention/graduation rates, time-to-degree, placement rates, research expenditures, budget tables, financial aid (all with changes over time). If we make this available, that should address concerns about access to information. Pulling information can be difficult, often data is not shared because it is too complicated to get it. If we can collect data centrally, we can make it available.
 - Bickford: Will this supplant planning documents Wingrove mentioned?
 - Wisniewski: They are somewhat different, this will be more detailed.
 - Covington-Ward: Can you explain credits produced versus consumed?
 - Wisniewski: for example A&S "produces" a lot of credits that are "consumed" by School of Engineering majors. Important for A&S to get credit.
- Mendeloff: As I recall in the past the PBC reports that were sent to the Provost, were critiqued by other Deans.
 - Wisniewski: The Strategic Plan?
 - Mendeloff: Isn't that what the PBC produces?
 - Maguina-Ugarte: PBC meeting have been used a lot for strategic planning in last two years, and maybe that has taken over their role.
 - Bickford: Core principle of strategic planning is that you are not doing it every year. PBCs should be doing annual planning and budgeting, not just strategic planning.

- Rohrer: It sounds like there is a need for clarification at every level of what should be happening in planning and budgeting.
- Wisniewski: That is what we are proposing with “develop and disseminate best practice guidelines to share with PBCs”.
- Rohrer: We will continue this process next year.
 - Bickford: We designed the survey to be pretty broad and open-ended because we did not know what issues would be important to PBC members. The next round of the survey we can revise to streamline and focus the questions.
 - Rohrer: I also want to hear more about the plans to disseminate these results and take further action. We’ll try to do that in the fall.

8. Closed session for UPBC recommendations on salary and tuition, and budget projections for 2018–19, Steve Wisniewski, Office of the Provost

Meeting adjourned at 3:45pm.

Next meeting will be held on September 21, 2018 at 2pm. Location TBD.