

WESTERN MICHIGAN UNIVERSITY
FACULTY SENATE

CAMPUS PLANNING AND FINANCE COUNCIL
Minutes of 17 January 2017 at 3 p.m.
Faculty Lounge, Bernhard Center

Members present: Todd Barkman, David Dakin, Diana Hernandez-Garcia (Western Student Association), Richard Gershon, Harold Glasser, James Penner, Colleen Scarff, Jan Van Der Kley, and Pat Vander Meer

Guests: James Gilchrist, Vice Provost for Budget and Personnel and Chief Information Officer; and Timothy Greene, Provost and Vice President for Academic Affairs

Procedural Items

Welcome

Council Chair Barkman began the meeting at 3 p.m. He welcomed guests and council members.

Acceptance of the Agenda

A motion was made by Barkman to accept the agenda as presented, supported by Scarff. Motion passed.

Approval of the Minutes of 6 December 2016

A motion was made by Van Der Kley to approve the minutes of 6 December 2016, supported by Scarff. Dakin pointed out that on page one of the minutes under *Charge 5*, the fourth sentence – “*A grant application was made to Brownfield and was successful*” should be changed to “*We are pursuing grants. We have not been awarded any via Brownfield as of yet*”. Motion passed, with minutes approved as amended.

Chair's Comments – Todd Barkman

The council recognized Linda Poquette, who is retiring from the University. Her faithful service as recording secretary has been greatly appreciated and she will be sorely missed. A token of appreciation on behalf of the council will be delivered to her. Her replacement will be arriving soon.

Action Item

Barkman noted the need for an appointment of a representative from the Campus Planning and Finance Council to the Committee on University Strategic Planning. Gershon explained the history and purpose of the committee. It was formed to help shape and support the University's Strategic Plan. Its membership includes a representative from each of the Faculty Senate councils. The next meeting of the committee will be in early February. Barkman nominated himself for the position. A motion was made by Gershon to name Barkman as the representative, supported by Penner. Motion passed.

Informational/Discussion Items

*Charge #6 Capital Outlay Considerations –
Jan Van Der Kley and Dave Dakin*

Dakin and Van Der Kley described the process that involves capital projects being considered for funding. In the past, the Campus Planning and Finance Council was given the latest list of projects later in the year. The council is now being shown the list sooner for discussion with the knowledge that it is, by necessity, still very fluid at this early stage. Since the list is a work in progress, it can change as new information becomes available and priorities, by necessity, often shift.

The list consists of 17 projects to date. The top five at this time are as follows:

- 1) State approval of plans for new construction in the College of Aviation
- 2) Renovation of Dunbar Hall (currently at the first stage of planning)
- 3) New student center
- 4) Waldo Library renovation. A firm had been hired to investigate merging this with #3 into a single project, with the aim of creating efficiencies. The study should be completed in June.
- 5) New Learning Hall

The evolving list of projects is a result of many conversations. The Deans, the Division of Student Affairs, and others provide input. In July, the list gets examined more closely by the Administration and it eventually is brought to the Board of Trustees. Regarding McCracken Hall, the demolition is very expensive and is therefore being accomplished in stages, such as remediation (completed), taking down the new addition, etc. Some paper equipment is housed in the old section and a study is underway as to whether or not it should be relocated or if new equipment should be purchased instead. Significant trunk lines and steam lines in the basement that support the campus infrastructure will also need to be handled. It was noted that most capital projects do not get funded at the state level. Some may get approved. Combining functionality, such as merging the library and the student center, may be considered a plus. Another factor is that the total costs of some projects may fit or match up closely with state budgetary allotments resulting in those being given priority.

The following figures are associated with the projects:

- College of Aviation 20 million
- Dunbar Hall 40 million
- Student Center 80 million
- Waldo Library is too early in the planning for any cost figure
- New Learning Hall 12 million

Projects are usually funded at about 75% at the state level and the University must fund the rest, which often involve costs such as expenditures for utilities, sidewalks, etc. Other discussion centered on classroom space and the fact that new spaces being planned are taking into account the changing nature of teaching and learning spaces and the kinds of areas students indicate that they need for collaborative work. Provost Greene indicated that students' needs at the junior, senior, and graduate levels are particularly being taken into consideration,

along with spaces for more evening classes. Dunbar Hall has reached a point where it is not really servicing students due to its poor condition. The College of Aviation project is the top project of several and was allocated funds. Incorporating Admissions is also being considered in the discussion of combining the Student Center and Waldo Library.

Charge #1: Address Any Outstanding Issues – Office of Provost Response to 2015-2016 CPFC Report

Provost Greene discussed the CPFC Subcommittee to Assess Incentive-Based Budget Models at WMU Report, which includes a number of proposed initiatives:

- A. Continue the engagement of this subcommittee for general budgetary matters at WMU.
- B. Allow carry-forwards
- C. Provide enrollment incentives
- D. Increase transparency of resource allocation within Academic Affairs
- E. Work to determine true costs of programs
- F. Work to improve marketing of WMU academy
- G. Simplify tuition structure and budgeting in Academic Affairs
- H. Use planning to inform resource allocation

Budget planning is addressed far in advance of any actual budget year and includes the categories: reduction, incentive funds for enrollment, and permanent adjustments to base. Some budget areas are protected from cuts out of necessity. Permanent funding is year after year funding. When enrollments go down in various areas, reductions occur in the budget accordingly. Funds are expended as they are received unless the dean or associate provosts have a plan for future expenses that will occur, in which case some funds may be encumbered. All of the funds are attached to concrete plans for their being expended. There is a relatively small pool of unassigned dollars in Academic Affairs for unforeseen expenses, such as an opportunity to make a purchase with matching funds or unanticipated critical personnel expenses. Attention is constantly being paid to how University operations can be improved at less cost.

Since enrollment figures have to be taken into consideration when budgeting, it is a challenge to match existing faculty positions with evolving needs. Some money is earmarked for faculty positions or items to support student and faculty as needed. Deans also have input on the ways funds are allocated. Despite overall declining enrollments, efforts are made as much as possible to strategically put money into changing needs and new development. Growth has been shown at individual college levels, however, and differential tuition and Extended University Programs participation has afforded greater flexibility. Regarding some shift in funds toward instructional support away from instruction itself, Provost Greene indicated that a greater number of staff are now doing advising. He also observed that competition is fierce for students in every locale due to online degrees and extension campuses of various institutions, so staffing financial aid adequately to address students' needs is quite important.

Other Business

No other business at this time.

Adjournment

The meeting adjourned at 5 p.m.

Pat Vander Meer
Recording Secretary