

**MILGARD SCHOOL OF BUSINESS**  
**Faculty Council Meeting**  
**February 10, 2023**  
**12:30 - 2:00 pm**  
**In-person DOU 301**

Present Voting Members: J. Ni, S. Norman, G. Seow, H. Smith, G. Viers

Present Non-Voting Member: J. Cao

Guest: J. Core

Meeting minutes: K. Barker

Meeting called to order at 12:53 p.m.

Minutes from December will be resent.

**VOTING ITEMS—no voting items**

**NON-VOTING ITEMS**

➤ **Budget Cuts—Juliet Cao**

- Salaries/benefits for faculty and staff is greatest budget expense.
- 5% needs to be cut over the next three years; 1.7% each academic year.
- The cuts will be 2% across campus for AY23-24. \$155K is the target amount based on the projected Milgard budget for AY23-24.
- Dean's Office is asking for input/ideas from FC about cuts.
  - Course fill rates
  - Can sections be merged?
    - Are more than 7 sections of each core course necessary?
    - Juliet, Aubree, and ACs will be working together on the issue.
  - Faculty lines
    - Two faculty have requested reduced FTE in AY23-24; salary savings can go toward 2% cut.
    - New tenure-track faculty teach four classes in the first three years
    - Absent FT faculty line savings, target budget cut needs a reduction of around 20 classes taught by PTLs, assuming an average pay of \$7K+ (6.5 to 8K) per class.
      - ❖ How many classes would Milgard need PTLs to teach if FTE continues to decline? Enrollment decline slowed for WIN 23, which is positive news, so hopefully trend will continue.
- Discussion
  - Budget cuts are the focus, not revenue generation.
  - Can we count increased revenue toward reductions?
    - No, revenue isn't a factor considered in determining target cuts; UWT doesn't use activity-based budgeting.
  - Campus seems to be entrenched in having no more than 45 students per section—what if we increased to 55? What is net gain? Fewer PTLs?
    - Issues—small class size is part of our brand.

- Not many large classrooms.
- Not anywhere near 20 classes can be cut.
- Number of sections currently offered for each class will be considered when planning for possible cuts.
- Could faculty have instructional support (TA) if class enrollment is increased?
- Maybe revenue generated from professional offerings like EMP can be used to offset the cost of PTLs.
  - EMP is on hold because we haven't hired a staff replacement to manage programs.
  - CBA Foundations course revenue is not used for other initiatives; revenue is center-specific.
- What if enrollments increase and we've reduced course offerings—cuts are short-sighted.
  - Will pay close attention to SPR 23 and AUT 23 enrollment data.
  - Can cancel classes closer to registration, if necessary.

➤ **Graduate Enrollment and Tuition**

- MBA
  - Enrollment is constant.
  - Tuition increase planned.
- MCL
  - MCL Council discussed adding a second cohort.
  - Will most likely increase cohort enrollment instead because of costs associated with creating second cohort.
- MSBA
  - Two cohorts this year. Will increase enrollment.
  - Tuition increase planned.
- MSAcc
  - Healthy enrollment growth.
  - Won't increase tuition.

➤ **Discussion about potential reductions/cuts: 2% 2024, 1.7% 2025. 1.7% 2026**

- Altaf will report to Academic Affairs in mid-March.
- When can we look at tentative enrollment numbers and tentative class cuts?
  - If FC inputs needed, can call special meeting
    - Have One-Drive folder with enrollment information.
    - ACs received enrollment information for past 5 years.
- Reductions are compounded; 2%, then likely 1.7% of already reduced amount.
  - There has to be a balance of revenue generation that can go into the general budget that Milgard can control.
- The university's strategy is growth, but a reduction in classes may hinder growth.
- Working toward increasing enrollments should be used as an incentive; if enrollment grows, won't have to cut as much.
- Moving in the right direction
  - Enrollment decline is slowing. WIN 23 enrollment down by 1%, AUT 22 enrollment down by 4%.
  - Graduate enrollment grows faster than undergraduate.

➤ **Course Modality—Juliet Cao**

- Request by campus for academic units to do an analysis of course modalities. Juliet shared UWT's teaching modalities for AUT 22 and WIN 23. Milgard-specific modalities were also

shared.

- Modality data shared for asynchronous online, synchronous online, hybrid, in-person, uncategorized.
- Modality definition: In-person (100%), Hybrid (1-99%), Online (synchronous or asynchronous).
- Juliet will get clarification on the uncategorized classes (possibly labs and field studies).
- ACs will have course modality and fill rate data for their area.
- UWT administration wants to increase in-person offerings.
- Discussion
  - It may not be the best time to increase fully online courses because of implications with AI technology.
  - Ideas to combat the use of AI technology.
    - Exam notes must be handwritten, not electronic.
    - Lockdown browsers. Limitation—isn't possible for online exams.
    - ProctorU; university won't allow it because of equity issues (undocumented students).
  - Hybrid course might still be an effective modality; consider student needs.
    - Learning portion could be online and assessment in-person.
    - Recorded lectures and in-person practice/participation.

➤ **Strategic Planning—Juliet Cao**

- Will begin in Spring.
- Would like feedback about the last strategic planning process; shared strategic planning information from 2018, including committees and tasks.
- Also seeking input from Milgard Executive Council.

➤ **Course Equivalencies—Gary Viers**

- The issue of course equivalency evaluations is coming up more frequently and we need a policy/process in place to determine course equivalencies from other academic institutions.
- UPC is asking if they are able to research courses and speak with ACs to determine equivalencies without bringing to the full faculty.
- Discussion:
  - How often are courses verified?
  - Consistency is important.
  - Is agreement with Bielefeld an MOU?
  - It's probably preferable to have this discussion at a faculty meeting so faculty understand the full picture and proposed process.

➤ **Area Coordinators, PTL Information—Gary Viers**

- Faculty Council needs to determine the information needed to make hiring decisions on PTLs.

**Meeting adjourned** at 2:01 p.m.

Submitted by Kerry Barker