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
• 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.
  o UWT administration wants to increase in-person offerings.
  o 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
  o Will begin in Spring.
  o Would like feedback about the last strategic planning process; shared strategic planning information from 2018, including committees and tasks.
  o Also seeking input from Milgard Executive Council.

➤ Course Equivalencies—Gary Viers
  o 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.
  o UPC is asking if they are able to research courses and speak with ACs to determine equivalencies without bringing to the full faculty.
  o 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
  o 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