

Planning and Budget Minutes, 23 September 2022

The meeting began at 3 pm. Attending:

Apollo, Rich;
Ciana, Gioa;
Fanelli, Sean;
Geis, Jackie;
Huang, Li;
Huang, Ling;
Masnick, Amy;
Rigel, Nate;
Sikorski, Mike;
Valerius, Karyn;
Wallace, Kathleen;
Zammit, Chris

The committee reviewed updates

- on the classroom strategic planning committee. Rich Apollo reported that the Provost is working on that, has some ideas for that, and that we should be in touch with him to find out when it is starting.
- Bylaws review Kathleen reported that the by-laws committee is continuing its work and will be soliciting further input from committees, and sharing ideas with the Senate once the work is further along

The committee discussed the information it would like to see about the budget. Sean pointed out that since the budget supports the strategic plan, which is informed by the mission, it is important to look at the budget in light of the plan. In addition, it would be helpful to see proposed, approved and actual budgets and how reallocations are made based on actual revenues and expenses through the year.

It would also be helpful to see a 5-year budget plan and how it is evaluated and adjusted each year.

Kathleen reported on the retention memo that SEC with the Speaker and Secretary of the Faculty had sent to Charlie in August. Karyn added that Chairs Caucus has also been discussing retention and has expressed concerns about the responsible use of data and faculty autonomy (which were both also mentioned in the retention memo).

The committee discussed the request to consider policies with respect to EV charging stations on campus. P & B has referred the issue to the Environmental Priorities Committee, and Jackie and Karyn volunteered to meet with EPC when they consider this.

The committee discussed when the census would be issued, and Rich agreed to explain the census reports to the committee after they have a chance to assemble it and examine it, for P & B meeting at end of October. The committee also discussed inviting Cynthia Langin, the new Institutional Research Associate Provost to P & B to discuss reports done by IR, how she may be revamping their approach to data, and so on.

Other information that members of the committee expressed an interest in learning is how faculty are distributed and how different kinds of units are supported.

The meeting adjourned at 4:15 pm.

Planning and Budget Minutes, 7 October 2022

The meeting began at 2:30 pm. Attending:

Anniballi, Lincoln

Apollo, Rich;

Ciana, Gioa;

Fanelli, Sean;

Geis, Jackie;

Huang, Li;

Huang, Ling;

Masnick, Amy;

Rigel, Nate;

Sikorski, Mike;

Valerius, Karyn;

Wallace, Kathleen;

Zammit, Chris

The committee discussed a proposal made by former Senator and P & B member, Sleiman Ghorayeb regarding support for students who have recently graduated to attend conferences to present research they completed in their senior year when the conference occurs after they have graduated. The committee discussed the value to Hofstra of having students presenting research at conferences, as well as a possible time frame for eligibility (e.g., 6-12 months after graduating) for research that was completed and done under the supervision of faculty at Hofstra. The committee unanimously approved the proposal.

The committee reviewed the description of the responsibilities of the Planning and Budget committee and agreed that P & B should be playing a more robust participatory role in planning and budget processes at the University. This issue will be discussed further.

The meeting adjourned at 3:50 pm.

Planning and Budget Minutes, 28 October 2022

The meeting began at 2:30 pm.

Attending: Anniballi, Lincoln; Apollo, Rich; Ciani, Gioia; Fanelli, Sean; Geis, Jackie; Huang, Li; Huang, Ling; Masnick, Amy; Rigel, Nate; Sikorski, Mike; Valerius, Karyn; Wallace, Kathleen; Zammit, Chris

- Reminders to review the documents placed on the Committee's shared OneDrive.
- Follow-up to previous discussions regarding student support for student post graduation conference attendance. Kathleen will be Forwarding the recommendation to the SEC.
 - **Action item:** Reach out to colleagues at similar universities to see if/how they support this and if there are any best practices out there.
- Full faculty meeting on 10/17 discussion regarding the academic calendar
 - Ron brought up issue of scheduling breaks and the effect on scheduling labs in the sciences. Bill said that the calendar committee will fix this with the help of Will N.
 - Caroline requested a representative from P&B for the calendar committee. Ling volunteered to serve on the calendar committee
- Report from the Library Committee and it is now on our shared OneDrive. Library Committee is a sub-committee of P&B so P&B would put the recommendation forward.
 - The library has been without a dean for many years. The director, Howard Graves is retiring at the end of December. The library report summarizes the state of the library including the physical state, staffing of librarians, loss of librarians. The University is bringing in consultants to look at the state of the library.
 - The number of librarians for non-retirement package is two. Currently, there are no librarians for Health Sciences, Chemistry, Biology. There are not enough librarians to do all the work that needs to be done, especially with the increase in need for scholarly activity.
 - Charge for P&B is that the committee should participate in budgeting, even when consultants are called in. It seems that P&B should have a consultative role to play in proceeding forward.
 - Kathleen circulated a draft to request P&B input to Susan. New information was received. We need to look at this again.
 - **ACTION ITEM:** Focus on mission statement, information from Susan, sample mission statements, consider draft planning memo. Charlie indicated that he is receptive to faculty input. The book that the President recommended is on library's website and on digital form.
 - New president and provost seek to increase scholarship. The library plays a huge role in this and perhaps this is a prime time to promote the library as we continue on the path to the new strategic plan.
- There will be a discussion in the SEC regarding changes in the GPA requirement for the undergraduate scholarship.

- Comilla said the graduate scholarships are typically handled by departments. Comilla and Charlie will be looking at this more closely. P&B should be part of that discussion. This is explicit part of the charge of P&B to make recommendations on policy for scholarships.
- Census Report: Rich Apollo reviewed the Blue Book. This book is now done digitally. Review regarding the six tabs of the book. Blue book is a statistical representation of teaching and learning. Information is as of the fall semester, ~5th week into the semester. The snapshot takes a look at where students are sitting, where faculty are teaching and who's on staff. This is the information that the University issues to to all external bodies like U.S. News. Rich used Biology as an example
 - Five years ago Hofstra has ~500 full time faculty. The count dropped when COVID kicked in. Faculty count dropped to 484. We are now at ~494 (since coming back to campus).
 - Reports are identified by the SER numbers in upper left and different for each report.
 - When looking through, the natural sciences has been on an incline in growth, medical school, pre-medical studies. Education is challenged in recent years and so faculty numbers dropped. Nursing and PA studies have been a growth area.
 - This report provides information on things like tenure percentages, gender, rank, terminal degree, full time faculty, tenure percentages, faculty load.
 - Discussion regarding Hofstra's goals regarding gender identity and other types of diversity. Cornell Craig's office is working on these issues and maybe invite him to the committee to discuss this.
 - Next look was at department teaching hours. As example, ~ 5 years ago in the fall bio offered 230 hours, this past fall they are offering 264 hours. We can get a look at what teaching looks like/department; things like teaching hours and % of class by teacher, and who is teaching outside of their department, and release time, sabbatical leaves, banked activity, faculty counts over the past 5 years.
 - Next look was at the student side, looking at the enrollment of the university. This is a weighted enrollment. Example, a student sitting in a one credit class vs. a five-credit class. Five credit class weighs more, looking at a 5 year summary. Comparisons can be made between the university, divisions, department. Trends are examined. University is on a downward trend especially during COVID.
 - Adjuncts are currently teaching 40% of classes; 60% by full time faculty. These numbers include undergraduate and graduate. Numbers vary by program, graduate vs. undergrad, accredited programs vs. non-accredited programs.
 - Definition of terms are at the back of the book
 - Student Semester Hour Book: Reports go by university, then college, then department.
 - FTE in graduate is 9 full time Aggregate credits divide by 9.
 - FTE in undergraduate is Divide the fall semester hours by 15 (done at the beginning of 15). Annual FTE is 30.

- Point of clarification: Semester hours are that students register for and pay for. Faculty load are measure in contact hours.
- Data is used to make your case (whatever your case is). Data can be made in digital form but will look like what is presented as. Question was asked to get access in spreadsheet form. Answer was that the digital form would be this report in an excel spreadsheet where the descriptive rows on the left with five columns of data with a unique department marker on each row.
- Question: Is there a summary report? Tableau allows summary and visualization for executive reports. Tableau is currently being worked but not completed due to staff changes. At this point in time, summary reports are done in spreadsheets. Cynthia Langin is the new IR person in the provost's office. She will meet with Kathleen first and then attend a P&B committee meeting.
- FT/PT ratio shows percentage in student semester hours taught by adjuncts.
- Honors College Report (HUHC) summaries student enrollment by faculty member's home base department. This report measures the contribution that faculty of a department are making to the university and this is not captured in the semester hours of the department.
- Summary Report: In a department like biology there are three different course prefixes. There are 3 columns empty. There are 4 years of data under bio prefix and the most recent year changes were made to BIOL. Changes like this are made in two places and are cumbersome for a couple of years.
- Ten Year Summary gives a 10 year look back (maybe looked at as an Executive Summary). This summary gives a look at whatever needs to be looked at. Example, the University's average class size (student semester hours divided by total teaching load).
- rReports in the Blue Book do not include the Law School or Medical School.
- Tracking of online courses vs. on campus course is not tracked by the Blue Book. However, there are attributes on every course that allow segregated reports to be run that can look at online vs. campus. This is custom data that would need to be asked of Evan Koegl who would create custom report.
- Workload question: For looking at workload, look at average class size. Qualitative information (tenure track vs adjunct or lab class vs non-labs) should be included as well; this would come from the department. The same measure may not mean the same thing in every area.
- Last section, Data Reliability Normalization tracks changes over time regarding when departments move from one school to another or one department to another.
- Census presentations are also provided to Chairs. Major/Minor reports are not part of the Census Report. They are done by Cynthia Langin in IR.
- The first thing the University looks at when they prepare the Budget is looking at the enrollment of undergrad and grad; who's going to retain, what is the new goal. This sets the expectation for the entire budget. Budget targets are linked to enrollment. Local analyses are done by the Dean/Vice Dean. Teaching hours get adjusted and reallocated based on enrollments; decisions are made by the

Deans. There is nothing set by the provost's office regarding minimum enrollment in a class. This is set by the Dean and Chair. Example, there must be a minimum of 8 or 10 students/class. These are general guidelines set by Elfreda.

- As P&B, as we review/understand the Census report, we should consider how this informs this committee's work.
- Catherine Hennesy would know if the 1099 is available.

The meeting adjourned at 3:59 pm.

Planning and Budget Minutes, 18 November 2022

The meeting began at 3:00 p.m.

Attending: Apollo, Rich; Ciani, Gioia; Fanelli, Sean; Geis, Jackie; Huang, Li; Huang, Ling; Marcus, Gail; Masnick, Amy; Sikorski, Mike; Wallace, Kathleen

- Review of FS VII & FS IX revisions; documents are out of date and need to be revised. Comments were made by Susan and Charlie that it is unusual to have the provost preside over Senate; it is more common to have a faculty member preside over Senate.
 - Discussed/compared older FSVII and new version of FSVII. Over this past summer the By-Laws Committee reviewed other universities' policies to determine best practice to better define role of Senate. Suggested revisions included:
 - Replaced provost with faculty member as President of the Senate. Title changes from "Chair of the Senate Executive Committee" to "President of the Senate". The Senate Presidents needs to be full time faculty member, changed term from 2 years to 3 years.
 - Changed the title of "Vice President for Enrollment Management".
 - Changes to the number of senate representatives per unit. A unit is defined as a School. It was noted that there is a name change for the School of Health Professions and Human Services. Previous number of elected members is 1 representative for 1-29 members in one unit, 2 representatives for 30-59 members, 3 representatives for 60+ members. Revised number of elected members is 1 representative for 1-19 members in one unit, 2 representatives for 20-59 members, 3 representatives for 60+ members. Rationale, # of faculty has shrunk. The revisions would ensure representation for those units falling below 30 members.
 - Change made to the election process for the Senate. A new standing committee to run the election was proposed for a Communications, Outreach, and Election Committee (CCOE), to replace the SCREAN Committee.
 - Currently there are 2 faculty officers: Speaker of Faculty & Secretary of the Faculty. Title of Secretary of the Faculty will be changed to Vice Speaker of the Faculty will be the Chair of the CCOE. Vice Speaker will be a member of the Senate Executive Committee. This change requires revision of FS IX.
 - It was noted to be sure to change all the language in document to gender neutral
 - A change to faculty statues needs to go through the full Senate one meeting before it is voted on. Most likely the first meeting of the spring. By-laws are internal to the Senate and can set their own by-laws and will be revised once the faculty statues are approved.

- Support for student conference attendance:
 - Kathleen reached out to Chairs, however, there was not much feedback provided. Points of discussion included:
 - Issue regarding the support that is provided to faculty to attend conference travel is somewhat insufficient
 - There is a consistent message from administration that Hofstra will become a research institution and providing student support will facilitate this. Using undergraduate research leverages ourselves as a research institution. This would also enhance the student experience and promote Hofstra's reputation.
 - This could be a great recruitment tool and gets Hofstra's name out into the community.
 - Appropriate guidelines will need to be developed
 - Feedback regarding MIT, Westbury, Iona, Stony Brook do not seem to provide undergraduate conference attendance after graduation.
 - **Action Item:** Continue to solicit feedback from Chairs and compile data
 - Role of the P&B Committee in strategic planning:
 - Kathleen and others drafted a letter to Susan and Charlie about the role of P & B and the information that should be shared with the committee.
 - Discussion of Current description of P&B in Senate bylaws (representing the Senate in budgetary areas and actively participate in all phases of the development of the annual budgets, have access to and be informed of all major and ongoing projects, recommend and review long range goals and priorities, and actively participate in preparation. P&B makes recommendations, not decisions. To participate at this level, it would likely mean that P&B would meet more than 1X/year with the VP of Legal and the VP of finance. Recommendation to become more proactive rather than reactive and to have input into the budget before it gets approved (in June?). The budget gets formally approved in June.
 - **Action Item:** Kathleen will reach out to the members who were not present today.
- Continued discussion on the trends from Census Report
 - Does the cost of accredited programs warrant sustaining them? Example of Zarb's decline greater than others in the University in majors since 2014. Strict accrediting body mandates faculty/student ratio so that even with enrollment down, faculty numbers have not. School of Education is similar with declines after 2010. School of Communication decline since 2017. Freshman class enrollment and COVID over the last year and half affected everything. Should the fall in enrollment in specific areas relate to

the fall in enrollment in the University be looked at more closely to get to understand that better

- New graduate numbers indicate a higher FTE count than the headcount due to the fact that students are taking more than 9 credits. IR adds all credits and divides by 9. Some students are above the 9.
- The cost of online programs in other Universities are less than Hofstra. Hofstra need to be competitive
- Discussion of INTO enrollments for graduates higher than undergrad. Undergrad enrollment fell from Fall 2021 to Fall 2022. Is INTO a good financial decision? Seems to be a modest investment. Elfreda Blue and Catherine Hennessy are the more appropriate people to discuss INTO.
- Cynthia Langin will be attending P&B's next committee meeting on 12/2. Data from Cynthia is posted on the Team's site. **Action item:** Please review documents before next meeting.

The meeting adjourned at 4:32 pm.

Planning and Budget Meeting Minutes, 31 March 2023

Present: Li Huang, Ling Huang, Sean Fanelli, Jackie Geis, Amy Masnick, Nate Rigel, Mike Sikorski, Karyn Valerius, Kathleen Wallace, Christine Zammit

There was a brief follow-up discussion to meeting with VP Hennessy regarding University budget and finances, and whether there was additional information that the committee wanted to request.

The committee agreed to follow up on Provost Reardon's offer to meet with the committee and the committee will work to find a date for that before the end of the semester if at all possible. Possible topics for discussion could include R2 status, other strategic planning, Hofstra mission statement and organizational chart.

The committee also agreed that it should meet with VP Hennessy in the Fall to follow up on what were the issues and problems that were encountered during the budgeting process for 2023-24.

It was also suggested that we ask for the Middle State Annual Update report.

The committee agreed to also see if it could find a date to meet with a representative from the Library subcommittee to discuss the library external reviewers' report and recommendations for the library going forward.

The committee agreed to gather information about teaching load, and research, promotion/tenure expectations, and other relevant information at other R2 peer institutions. The committee divided up the list of peer and competitor schools of Hofstra that are R2 so that each person will gather information from a couple of schools.

Planning and Budget Meeting Minutes, 21 April 2023

Present: Rich Apollo, Li Huang, Ling Huang, Sean Fanelli, Amy Masnick, Nate Rigel, Mike Sikorski, Karyn Valerius, Kathleen Wallace, Christine Zammit

There was discussion of proposed revisions to FS 7 and FS 9.

There was discussion and development of a proposal for conference funding for undergraduate and graduate students who have completed research at Hofstra. The committee agreed on the following main points, and agreed to reach out to Elfreda Blue for further consultation and clarification before moving forward.

For current undergraduate students:

- Students are asked to apply and provide a budget. They must apply in advance of the conference. Students are eligible once for an award.
- Applicants are required to supply Abstract of their research at the time of application.
- Applications are made through the Dean's office of the department supporting the research. The Dean's office forwards recommendation to the Provost.
- Research presentation must identify Hofstra as the location of the research and affiliation of the presenter.
- Students may be reimbursed for up to 75% of the expense with a \$500 cap.
- Documentation for reimbursement must be filed within 30 days of the presentation.

For recently graduated undergraduate students:

- Students apply *before* graduation and in advance of the conference for presentations up to 1 year after graduation. Applicants must supply a budget at the time of application. If a student already received an award while a current student, they are not eligible to receive an award in this category (which is considered part of the total undergraduate research support).
- Applicants are required to supply Abstract of their research at the time of application.
- Applications are made through the Dean's office of the department supporting the research. The Dean's office forwards recommendation to the Provost.
- Presenters must not be affiliated with any other university or institution at the time of presentation.
- Research presented must be research that was completed at Hofstra prior to graduation, validated as such by the Faculty Advisor,
- Research presentation must identify Hofstra as the location of the research and affiliation of the presenter.
- Students may be reimbursed for up to 75% of the expense with a \$500 cap.
- Documentation for reimbursement must be filed within 30 days of the presentation.

For current graduate students:

- Students are asked to apply and provide a budget. They must apply in advance of the conference. Students are eligible once for an award.
- Applicants are required to supply Abstract of their research at the time of application.

- Applications are made through the Dean's office of the department supporting the research. The Dean's office forwards recommendation to the Provost.
- Research presentation must identify Hofstra as the location of the research and affiliation of the presenter.
- Students may be reimbursed for up to 75% of the expense with a \$500 cap.
- Documentation for reimbursement must be filed within 30 days of the presentation.

The committee held off a decision on whether to set a limit on funding by department or school, whether on the basis of number of students or amount of funding. Another issue that was not decided was whether a student who had received an award as an undergraduate would also be eligible for an award as a graduate student.

Planning and Budget Meeting Minutes, 28 April 2023

Present: L. Annaballi, R. Apollo, S. Fanelli, J. Geis, Li Huang, Ling Huang, G. Marcus, N. Rigel, M. Sikorski, K. Valerius, K. Wallace, C. Zammit; and guests, from UAAC: C. Dippel, V. Lopez, K. Pandit, D. Riccardi, J. Santangelo; J. Eads, VP Enrollment, Engagement and Success; F. Gaughan, Executive Director, INTO Hofstra

Planning and Budget and Undergraduate Academic Affairs (UAAC) met jointly for this meeting as reflected in the Attendees.

Meeting convened at 10 a.m.

Minutes of P & B meetings of 3/31/2023 and 4/21/2023 as amended were approved.

Vice-President Eads gave a report on the enrollment picture. Students and families are tending to make deposits in a tighter timeframe, closer to deadline. There has been an influx of international applications, from different countries than in the past, for example, applications from India. The international applicants from India are very price sensitive; they are also applying to many more schools. Transfer applications from four year schools are up, but community college transfers are down (not unexpectedly, esp. in light of decline in community college enrollments nationwide). Excelsior program had an impact a couple of years ago, but Hofstra adjusted, and is not noticing a worsening of its impact. There is also some impact from neighboring states adjusting tuition for out of state students.

There was discussion of a variety of factors impacting applications, enrollments, as well as retention.

Frank Gaughan, Executive Director INTO reported on INTO enrollments (both Pathway and Academic English programs), which are at about 95% of pre-COVID enrollments. There are more graduate than undergraduate INTO students.

There was discussion of a variety of factors contributing to enrollments through INTO, the role of INTO in recruitment of international students, and how INTO students, particularly graduate students, are accounted for in graduate program enrollments.

Meeting adjourned at 11:30 a.m.

Kathleen Wallace

Planning and Budget Meeting Minutes, 18 May 2023

Present: Rich Apollo, Gioia Ciani, Sean Fanelli, Jackie Geis, Li Huang, Ling Huang, Amy Masnick, Nate Rigel, Holly Seirup, Karyn Valerius, Kathleen Wallace
Guest: Senior Vice President and Provost Charlie Riordan

The meeting convened at 1:15 pm.

The committee met with Senior Vice President and Provost Charlie Riordan to discuss planning initiatives and processes going forward.

Provost Riordan discussed the university's intention to become a robust R2 institution and some of the important areas and challenges to address in order to achieve. He commented that his time frame would ideally be five-ish years to accomplish that. Areas and challenges included addressing the balance and criteria for teaching-research-service, and particularly addressing the 3-3 load which is not compatible with R2 status.

There was discussion of many Issues, such as types of faculty appointments and teaching loads, the importance of building support structures to bring faculty along, of transforming institutional infrastructure (from curriculum and targeted doctoral program development to finance and sponsored research infrastructure to the library to building external partnerships and community engagement, to building a culture of risk tolerance which is essential for experimentation and research) and of identifying what will give Hofstra a competitive advantage.

The meeting adjourned at 2:45 pm.

Respectfully submitted,
Kathleen Wallace