

Administration & Finance
Final Report to the Faculty Senate AY 2020-2021
May 14, 2021

The **Committee on Administration & Finance** has oversight and advisory responsibility for all matters of budget and finances, and all questions of institutional priorities and resources. Members: One member elected by and from the Faculty of each School, the Chief Financial Officer or a designee (ex-officio), and a bargaining unit representative appointed by the President of the Union (ex-officio).

Faculty Members	
Robin Hernandez-Mekonnen	Chair (2020–2022)
Christy Goodnight	Vice Chair (2020–2021)
Chris DiSanto	ARHU (2019–2021)
Sandy Chen	BUSN (2019–2021)
Shelly Meyers	EDUC (2019–2021)
Thierry Saintine	GENS (2019–2021)
Mary Kientz	HLTH (2019–2021)
Christy Goodnight	Library (2019–2021) and Union representative
Christine Thompson	NAMS (2019–2021)
Jessica Fleck	SOBL (2020–2021)
Ex Officio Member	
Jennifer Potter	Vice President for Administration and Finance & Chief Financial Officer (Vice President for A&F designee)

Meetings

Members of the committee were polled in September to determine the best common meeting time. For the Fall semester, meetings took place the second Wednesday of each month, from 12-1:30PM. Meetings for the Spring semester took place on the second Friday of each month (except April), from 2:30-4:00PM. In the event a committee member had a known conflict, a recording of the Zoom meeting was made and provided to the absent member. The Committee on Administration and Finance met 7 times during the 20-21 Academic Year. Meetings were held in September, October, November, December, January, February, March and May. Agenda/Minutes for the meetings are attached to this summary as appendices. Each meeting highlighted fiscal updates from our CFO Jennifer Potter, and an agenda topic. The Committee also created/maintains a Blackboard page for committee members with archives of the presentations from each meeting.

Summary

The Committee met in September to solidify an agenda for the academic year. This agenda was presented to the Faculty Senate Executive Committee, including the initiative the committee established to explore and research specific aspects of the **Faculty Assembly Resolution on Race Equity**. The committee meetings for 20-21 were then developed around this guiding agenda, including further exploration or inquiries.

Each agenda included deliberation, discussion, expansion, and prioritization of the following (or additional) areas:

- Cost/use of university vehicles.
 - a) After a meeting with Transportation services (Rhianon Lepree and Mike Sullivan), this issue was referred back to the Senate for the establishment of a task force to rectify the complexities of the new policy and faculty needs.
- Develop/work on a statement or definition of shared governance with regard to our committee, since financial issues may not always be shared in advance, to clarify what and when we can know.
 - a) This agenda item was not achieved. We will work on this in the upcoming year with the new committee members
- Explore mechanisms for external funding that have been underutilized to potentially improve our fiscal positions with greater access and support to external grants, that bring in indirect funding.
 - a) The chair of the committee has been awarded an administrative fellowship for fall 2021 to investigate possible restructuring of our sponsored projects/grants office.
- **Number and salaries of administrative positions over the past 5-10 years, to make sure we are closely monitoring “administrative bloat” that many universities find themselves experiencing. Also, demographic breakdown of administrative positions/salaries.**
 - a) **The committee reviewed aggregate salaries, ranges, and demographics of administration. Salaries seem commensurate with faculty equivalents. Demographics are similar to that of faculty**
- **Review University contracts with vendors etc., to ensure and promote adequate/proportionate use of minority and women owned businesses.**
 - a) **The committee met with Dan Christian to explore procurement. In 2021, the state of NJ is collecting data from all universities to enable the state to revert to the set aside policy, in which universities can set aside a specific number of contracts for women and minority owned businesses. In recent years this policy was struck down after a lawsuit arguing there was no data to suggest there was a need, or that the policy achieved an equalization. The hope is that the state will reinstate this policy with adequate data.**
 - b) **The committee proposed further exploration of workshops or training with the ACC small business community to increase our list of local, small contract vendors in our small bid contract system. This could be a potential partnership without Business school.**
- **Explore Foundation grants, mechanism for need-based scholarships for students of color.**

- a) The committee met with both Bob Heinrich and Dan Nugent from the Foundation to review procedures and funds that can be used to support recruitment, retention, or support for BIPOC students. We discovered significant limitations on historically established scholarships that are narrowly focused on merit defined as GPA, rather than need, or life related merit. New scholarships being established are done so with non-academic merit or need as the primary criteria. Any that can be revised are modified, but somewhere over 90% of scholarships are historically established with GPA criteria.

In Sum, the Committee met monthly, and addressed 5 of the 6 issues established for the committee's year long agenda. Three of the items probed equality practices and further explored options in addressing the scope of the faculty resolution. Further work will be undertaken on the issue of shared governance regarding financial matters.

Appendices: Agenda/Minutes from Administration and Finance Committee Meetings

Senate Committee on Administration and Finance

September 15, 2020

3PM

MINUTES

Attending: Robin Hernandez-Mekonnen- Chair, Mary Kientz, Christy Goodnight, Jennifer Potter, Jennifer Fleck, Jianjin (Sandy) Chen, Diane Garrison, *Michael Sullivan**, *Rhianon Lepree**.

Absent: Thierry Saintine, Christine Thompson, Christopher DiSanto

Agenda Items

- Develop/work on a statement or definition of shared governance with regard to our committee, since financial issues may not always be shared in advance, I think I'd like to clarify what and when we can know.
 - Explore mechanisms for external funding that have been underutilized to potentially improve our fiscal positions with greater access and support to external grants, that bring in indirect funding.
 - Number and salaries of administrative positions over the past 5-10 years, to make sure we are closely monitoring "administrative bloat" that many universities find themselves experiencing. Also demographic breakdown of administrative positions/salaries.
 - Review University contracts with vendors etc., to ensure and promote adequate/proportionate use of minority and women owned businesses.
 - Explore Foundation grants, mechanism for needs based scholarships for students of color.
 - Cost/use of university vehicles. (3:45PM)
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Action/Minutes

1. Permission to record meeting
2. Introductions of committee members
3. Review of Committee goals, priorities
 - a. Shift of committee work from Facilities and Operations to Fiscal and Budgetary communication over the past year
 - b. New Standing Agenda item, COVID- 19 Fiscal update
4. Review of Blackboard Page, committee communication (Agenda, minutes)
5. Dianne Garrison is added to the committee and Blackboard page.
6. *Michael Sullivan and Rhianon Lepree join meeting at 3:45 to discuss Fleet Vehicle policy and usage

7. SHARED GOVERNANCE

Issue of shared governance for this committee arose when the University made plans to swap Carnegie for Atlantic City Boathouse. Faculty inquired about input on real estate of fiscal decisions. Conclusion was there is no official definition of Shared Governance.

- a. Committee reviewed Shared Governance language on University Website and decide to initiate a google doc (linked through Blackboard) to craft language around shared governance for this committee.
- b. The goal is to craft parameters of the flow of communication, and what types of decisions or influence the committee can have on fiscal matters
- c. Note: Carnegie is currently shuttered with work being completed on the facility.

8. EXTERNAL GRANT FUNDING

- a. Committee member agreed that the potential for funding to support the University via indirect funds from grants, such as the 50% rate from some federal grants, could be significant source of revenue, however the pursuit/development/support of external grants was under developed at Stockton, while a number of faculty wished to pursue external funds.
- b. The committee wanted to reinforce that salaries, tenure, etc., should not transition to where it is ever contingent upon the receipt of external awards, but that seeking external funding is supported and facilitated for those faculty seeking this type of scholarship.
- c. Currently the support the office of sponsored projects can offer is limited primarily to budget preparation. The director is currently furloughed. Indirect funds form external grants could help offset the cost of expanding the office and supporting additional personnel.
- d. The committee suggested there are very vibrant and supportive grants departments at other universities that can serve as models for Stockton, in developing a robust grants office and set of faculty support, including mentoring and grant writing teams for example.
- e. This item will be placed on a later agenda, at which time we can invite the Provost's office and/or others for further exploration.
- f. Some discussion of internal grants can also be pursued as R&PD protocols are reviewed and revised.

9. PLANT/UNIVERSITY VEHICLES *Rhianon Lepree and Mike Sullivan present for the discussion regarding use of University vehicles.

- a. Faculty concerns and questions were provided to Michael Sullivan and Rhianon Lepree in advance.
- b. Both provided a brief overview and summary of main changes to Fleet Vehicle policy and procedures. Some of the updates were merely re-emphasizing already existing policy, that had not been actively enforced.
- c. Highlights: New policy in effect September 10, 2020.
 - i. No drivers under 21(and 3 years driving experience)
 1. Vehicle damage and safety (cost issues)
 - ii. Vehicles for use with groups less than 20.
 - iii. Stockton Field stations and Atlantic City are special cases.

- iv. Vehicles for use only in 200 mile radius (includes Washington DC and Arlington VA)
 - 1. In case of vehicle failure or accident, the University needs to be able to retrieve the vehicle the same day.
 - 2. Cost to maintain, service and inspect vehicles used for long distance, longer term travel (several days) is very high. Fleet vehicles with over 100k miles must be retired to plant use only.
 - 3. Trips with more than 20 people or over longer distances and longer times periods, should contact Michael Sullivan to explore additional options within or external from Stockton.
 - v. ALL other procedures are similar or unchanged.
 - d. Committee asked for Michael Sullivan to prepare a brief 5-10 minute presentation for faculty senate updating the changes. Issue to be referred back to Senate for an agenda item for an upcoming meeting.
- ***Items 3, 4, 5 (Administrative salaries and demographics, University contracts, and Foundation Scholarships) were tabled to be placed on the upcoming agendas to permit further discussion and invite appropriate speakers.***
 - ***An additional item for the Administration and Finance Committee Agenda is to assess vacancies, and the prioritize lessening burden placed upon programs due to hiring freeze (ie. Kathy Klein in CLD- long term vacancy in Health), including potential impact on faculty promotion.***
 - Actionable items:
 - Report to Senate Exec to request 10 minutes on future Senate meeting for Michael Sullivan to explain/address FAQs on new Fleet Vehicle policy.
 - Draft A&F upcoming agendas with specific item for discussion/review in order to invite external colleagues to discussion.
 - Initiate Google doc for initial draft of committee's approach to shared governance
 - Elect Vice Chair in Senate Meeting 9.18.20
-

Senate Committee on Administration and Finance

October 14, 2020

12PM

AGENDA

This is the second meeting of the year, and our agenda will continue to include deliberation, discussion, expansion, and prioritization of the following areas:

Thank you to our returning Vice Chair- Christy Goodnight!

Today's Agenda-

1. Review priorities and actions
 - Committee Priorities for 2020
 - Equity in contracts with minority owned businesses (underway- Nov.)
 - Administrative salary and equitable positions/demographics (underway- Nov.)
 - University fiscal budget updates
 - External funding supports
 - Defining shared governance
 - Equity in Foundation grants/scholarship for students (Nov.)
 - Actions completed (or ongoing):
 - Report to Senate Exec : Michael Sullivan to explain/address FAQs on new Fleet Vehicle policy. Mike will present at 10.16 Faculty senate meeting- COMPLETE
 - Formulate A&F upcoming agendas with specific item for discussion/review in order to invite external colleagues to discussion.- ONGOING
 - Initiate Google doc for initial draft of committee's approach to shared governance- ONGOING
 - Elect Vice Chair in Senate Meeting 9.18.20- COMPLETE
2. Overview presentation from Jennifer Potter
 - Fiscal 21 budget
 - CARES grant status
 - Transition to external funding: TRIO
 - i. Benchmarking information regarding federal and state grants
 - ii. Please see Excel spreadsheet detailing NJ programs (below)
 - iii. Stockton has programs that are currently operation that are likely good fits for TRIO funds, but are being supported internally. How can we pursue TRIO funds- Sponsored Project role- University grant writers. Can we match out programs or re-organize/expand programs to qualify/acquire funds and report outcomes?
 - iv. These programs may have efficacy in recruiting and retaining students, but how are we measuring? FRST, Student Success Services, SANKOFA, TALONS, First Gen, EOF, etc. (SEMP committee) and can benefit our fiscal solvency. TRIO funds require reporting of outcomes, can help Stockton's bottom line.
3. Develop/work on a statement or definition of shared governance with regard to our committee, since financial issues may not always be shared in advance; clarify what and when we can know.
 - Anyone willing to take a first draft?

Appendices

<https://www2.ed.gov/about/offices/list/ope/trio/index.html>

TRIO Programs

Equal Opportunity Centers

FY-19 Awards for NJ

NJ

0 *Awards range from \$246 k- 1.2 million

Ronald E. McNair Postbaccalaureate Achievement Program

Bloomfield College	NJ	\$253,032.00
Kean University	NJ	\$253,022.00
New Jersey Institute of Technology	NJ	\$253,032.00
Rider University	NJ	\$253,032.00
Rutgers State University	NJ	\$253,032.00
Rutgers State University	NJ	\$292,503.00

Student Support Services

Atlantic Cape Community College/ Mays Landing Main	NJ	\$336,234.00	Regular
Bloomfield College	NJ	\$284,758.00	Regular
Cumberland County College	NJ	\$326,331.00	Regular
Georgian Court University	NJ	\$327,509.00	Regular
Middlesex County College	NJ	\$332,103.00	Disabled
New Jersey City University	NJ	\$323,778.00	Regular
Ocean County College	NJ	\$253,032.00	Regular
Passaic County Community College	NJ	\$265,770.00	Regular
Ramapo College of New Jersey	NJ	\$304,648.00	Disabled
Rider University	NJ	\$336,234.00	Regular
Rutgers University	NJ	\$590,959.00	Regular

Rutgers University/ Newark	NJ	\$265,802.00	Regular
Rutgers, The State University of New Jersey / Camden	NJ	\$253,032.00	Regular
Saint Peter's University	NJ	\$253,032.00	Regular

Talent Search

Mercer County Community College	NJ	\$404,237.00
New Jersey Institute of Technology/ University Heights	NJ	\$427,536.00
Rutgers, The State University of New Jersey	NJ	\$307,995.00
Rutgers, The State University of New Jersey	NJ	\$307,995.00

Training

NJ

0 * Grants range from \$186 k - \$318k

UPWARD Bound

Kean University	NJ	\$334,037.00
Mercer County Community College	NJ	\$453,457.00
Montclair State University	NJ	\$287,537.00
New Jersey Institute of Technology	NJ	\$562,710.00
New Jersey Institute of Technology	NJ	\$279,162.00
New Jersey Institute of Technology	NJ	\$287,537.00
Passaic County Community College	NJ	\$287,537.00

Rowan University	NJ	\$279,162.00
Rutgers, The State University of New Jersey	NJ	\$287,537.00
Rutgers, The State University of New Jersey	NJ	\$653,235.00
Seton Hall University	NJ	\$656,511.00

UPWARD Bound Math and Science

Ramapo College of New Jersey	NJ	\$302,964.00
State University of New Jersey/ Rutgers	NJ	\$287,537.00

UPWARD Bound Veterans

NJ

0 *Awards range from \$140- 421k

Stockton=0

SHARED GOVERNANCE

(From the University Pages): Shared Governance

Stockton University is committed to shared governance, defined as an integrated planning process and a collaborative culture in which Stockton’s constituents commit themselves to being partners in accomplishing the University’s mission. It functions through a structure that fosters active collaboration, transparency, accountability, understanding, and acceptance of compromise, mutual respect and trust.

<https://stockton.edu/president/mission-statement.html>

<https://stockton.edu/strategic-plan/campus-community-communication-shared-governance.html>

We will do this by developing strategies and tactics that:

- Collectively evaluate our academic and administrative structures to ensure we are as efficient and effective as possible.
- Renew our commitment to shared governance and transparency.
- Regularly share institutional updates and collaboratively assess our strategic planning process.
- Empower our staff, alongside our faculty, students, and administration—to share in the governance of our institution.
- Embrace vigorous conversation in an atmosphere of collegiality and respect

Implementation Goals

1. Strengthen Shared Governance Practices: Review, prioritize, recommend, and, as appropriate, begin to implement recommended action items to address institutional shared governance practices as identified in the Task Force on Shared Governance final submission report from January 2019.

2. Improve Institutional Communication Practices: Develop an institutional communication plan to evaluate potential strategies for strengthening University internal and external practices.

3. Expand Campus Community Participation: Develop a structure and process for organizing conversations among community stakeholders and current University entities (including Student Senate, Faculty Senate, Provost’s Council, President’s Cabinet, and Strategic Planning Umbrella group) on the University’s Strategic Plan and future endeavors relevant to institutional mission and goals

Senate Committee on Administration and Finance

November 13, 2020

12PM

AGENDA

Additional Items

- Budget Update
- Furlough update
- Hiring/personnel
 - Vacancies/hiring freeze

- 1) FY20 Managerial Salaries
 - a. Mean - \$109,227.26

- b. Median - \$100,307.93
 - c. Mode - \$123,884.33 (only one salary appeared twice)
- 2) Demographics – Faculty and Managers
- a. Gender:
 - i. When on-boarding new employees, do they only have the option of selecting male or female, or is there another option? ***Our onboarding documents have non-binary as a third option.***
 - ii. The FY16-20 data in Banner appear to only offer two choices: male and female. ***The non-binary option was updated over the summer as a directive from the state.***
 - b. Race:
 - i. Why is non-resident alien included as an option? ***The non-resident alien is not a question asked under race; it is however asked under VISA type. This is for record-keeping purposes.***
 - c. Since we are striving for social justice and equity, what is the goal for percentages of race?
 - i. Is there a quantifiable percentage that the University would like to achieve, or just a general goal of hiring more diverse employees? ***The university's overall goal is to increase diversity through hiring and retention at the University.***
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Senate Committee on Administration and Finance

December 11, 2020

3PM

Agenda

Agenda Items:

- 1) Financial update (Jennifer)
- 2) University internal scholarship process (Bob Heinrich)
- 3) Procurement process (Chris Howard)

Question: could you to walk me through the procedure for meeting with a student who is struggling and does not have adequate support? What does that look like? What options are available/offered?

For a student with an income of \$0, in state cost for the year is \$27, 468. Financial Aid offer= \$24,231. In the case, the average student graduates with \$20k in debt.

Other savings/\$ support programs:

Dual credit with High school, 4+1 plans for graduate programs, EOF, Emergency Student Funds/loans, Work Study

Senate Committee on Administration and Finance

January 22, 2021

Agenda

COVID-19 Funding Relief- Comprehensive Update
Additional questions for follow up/expansion from Fall meetings
Explore additional topics for Spring meetings
Financial Aid + Admissions
Development Office status
Recruitment and Retention- BIPOC students

Senate Committee on Administration and Finance

February 19, 2021

Minutes

- Bob Heinrich on the Admissions and Financial Aid processes at Stockton

What other aid can be offered to students who do not have adequate support?

Student Affairs and Academic Affairs

Triage students in need- support

Student emergency funds

Need based grants

Gift Aid

Student Relief Funds

Specific Referrals to the Dean of Students

Undocumented Students- gap in eligibility

EOF Cast- offs- those who qualified but did not get a slot

Early Alert that collects financial concerns

Registration holds- identify strugglers

Liberal with financial holds, extended deadlines, waivers of late fees, etc.

Financial Aid appeals

Food Pantry and Meals

Campus employment/work study

First Ospreys Support

GAP=Graduate student needs

Senate Committee on Administration and Finance

March 12, 2021

Minutes

- Diane Garrison- Budget update
 - Explanation of budget savings
 - Zero based budgeting
 - CARES benefits to students/dissemination
 - Daniel Nugent- Stockton Foundation
 - Gap identified with centralized process for identifying need, matching supports to students through a single point of contact/standard channel
 - Student Relief Fund outreach could benefit from a more pro-active approach, utilizing other data points to trigger outreach to a student before retention is no longer possible.
 - Important to continue to explore administrative mechanisms to detect students in trouble and provide outreach for retention strategies, support, funds, etc.
 - Link SEMP and IR data profiles to the Student Relief efforts
 - Foundation Activities since last meeting:
 - Diversifying faculty and staff who review applications in attempt to shift the value of applications to a more holistic student vision
 - Assist in simplifying, expanding variables in applications
 - 10 years' worth of foundation scholarship data. Trend mirrors student body demographics proportionally. Perhaps this is not good.
 - De-emphasis on GPA. More on whole picture
 - Attention to letters or recommendation, suggestions for faculty o improve
 - Restrictive scholarship criteria- family member who works for PSEG, etc.
 - Revamping rubrics
-

Senate Committee on Administration and Finance

May 7, 2021

Minutes

- Fiscal Budget Update- Jennifer Potter
Budget indicates a significant portion of influx from COVID-19 related funds, upwards of \$30 million. Our ratings have increased in positivity or remained positively stable, which means we get a better interest rate in our debt maintenance, creating a small surplus to dedicate to past due capital maintenance projects that have been deferred.

- Procurement: Chris Howard

Review University contracts with vendors etc., to ensure and promote adequate/proportionate use of minority and women owned businesses.

- a) In 2021, the state of NJ is collecting data from all universities to enable the state to revert to the set aside policy, in which universities can set aside a specific number of contracts for women and minority owned businesses. In recent years this policy was struck down after a lawsuit arguing there was no data to suggest there was a need, or that the policy achieved an equalization. The hope is that the state will reinstate this policy with adequate data.
 - b) The committee proposed further exploration of workshops or training with the ACC small business community to increase our list of local, small contract vendors in our small bid contract system. This could be a potential partnership without Business school.
 - c) Some faculty have challenges with procurement in general, recommendation to add procurement to IFD workshops, at least a mini tutorial.
- **FALL 2021 AGENDA**
 - a) Library funding, sources, streaming. Intergovernmental contracting bids can this help our library.
 - b) Chartwells as sole food service (cost, selection, quality).