

**Provost's Advisory Council
February 8, 2018 Meeting
8:30-10am, Lynch Center, Fulton 515**

In attendance:

Laura O'Dwyer (Chair)	William Fehder	John Rakestraw
Anthony Annunziato	Kent Greenfield	Patricia Riggin
Sharon Beckman	Jasmine Hamm	Ronnie Sadka
Stephanie Berzin	Gregory Kalscheur, S.J.	Akua Sarr
Joseph Carroll	William Keane	Billy Soo
Thomas Chiles	Jonathan Laurence	Nanci Tessier
Judith Clair	Richard Lennan	Sasha Tomic
Chris Constas	Theresa O'Keefe	Thomas Wall
Thomas Crea	Mariela Paez	Stanton Wortham
Joseph Du Pont	Claudia Pouravelis	Gautam Yadama
Can Erbil	David Quigley	

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- 1. The summary of the December 11, 2017 meeting was approved.** It will be sent to the President's Office. All summaries are posted on the Provost's Office website; members are encouraged to share them with colleagues.
 - 2. Annual Budget and Finance Update: Michael Lochhead, Executive Vice President and John Burke, Financial Vice President and Treasurer**

John Burke gave an overview of BC today, the Endowment, and Long Range Financial Planning.

There are currently 9,350 undergraduate and 4,600 graduate students enrolled. This year's applicants numbered 31,098, with an anticipated Fall 2018 Freshman class of 2,300. There are 3,400 employees, which includes approximately 830 Full-time faculty. BC is ranked 32nd among National Universities by *US News & World Report*. The endowment is currently \$2.5 billion. Plant assets total approximately \$1.5 billion. A Council member asked what percentage of the Full-time faculty are tenure/tenure track; Billy Soo answered between 70-80% (exact percentage is 72%).

The FY18 operating budget planning process is wrapping up and the FY19 draft budget will go before the Board of Trustees for approval in early March. BC is dependent on Tuition with over 60% of the operating budget coming from Tuition and Fees. Auxiliary income, which includes Residential Life, Dining Services, Athletics, and smaller services like daycare, parking event management, and the book store, accounts for 20% of the budget. The Endowment payout accounts for 10% of the annual budget with sponsored activities and gift accounts for 5% and 3%, respectively. A Council member asked if the endowment payout was comparable to other schools; John Burke said it is comparable. A Council member asked about the target return; John Burke answered they aim for a roughly 7% return and a 5% payout.

Operating expenses include Salaries and Fringe Benefits (48%), Tuition Remission (18%), General Operating (17%), Use Allowance (11%), Sponsored Activities (4%) and Utilities (2%). A Council member asked how Tuition Remission has changed over the past few years. John Burke answered that it has gone up with the increasing PELL percentage. Five years ago, it was increased \$2M for 5 years for a total of \$10M. This year, the PELL percentage of the freshman class is 15%. A Council member asked about up-front tuition discounts for students from graduate and professional schools who may have lower paying jobs upon graduation than some of the other schools. John Burke answered that they are always evaluating to see what can be done. David Quigley added that the challenge is that the funds have to come from someplace, and there is a fine balance in having strong graduate and professional programs while also trying to expand as the price of an undergraduate education continues to grow.

The Endowment in 1972 was \$5 million. Thanks to successful campaigns, by 2000 it had reached \$1 billion, and currently sits at \$2.5 billion. BC has the second lowest endowment of the 18 need-blind universities nationally. The average endowment for those 18 schools is \$7.7B, with an endowment per FTE student of \$555,000. By comparison, BC's endowment per FTE student is \$173,000.

The key drivers for BC's long range financial planning are Tuition Growth Rate, Endowment Return, New Debt/Capital, Fundraising, and Operational Efficiencies/Cost Management. BC's goal for annual tuition increase is CPI + 2%, which allows for the school to provide funding for academic, formation, and infrastructure initiatives and meet demonstrated financial need. With the launch of a new strategic plan, over the next several years, BC will invest in major initiatives with the goal of advancing University priorities and aligning strategic and capital investments to the University's current and anticipated resources.

A Council member asked where revenue generation fits in; John Burke answered that online programming is a possibility, with another option being expansion of graduate offerings as there is no plan to significantly grow the undergraduate population. Michael Lochhead added that they are mindful that many schools are adding additional programming and continuing education options to increase tuition growth, but that a challenge is funding the facilities to accommodate student body growth. A Council member asked about Intellectual Property Revenue; John Burke answered that there has not been any significant revenue from IP.

Michael Lochhead discussed Major Capital Projects. He noted that there is currently a significant investment in recreation and athletic facilities, but that projects are cyclical and will swing back to academics.

Recently completed projects include:

- Devlin Hall Admissions & Visitor Center – renovations which improved and expanded the existing Admissions Reception area, a 40-seat classroom, and a 250-seat auditorium in the old McMullen Museum space
- Lyons Dining Hall – student life improvements were made to open up the space and upgrade the facilities
- Kostka Lounge – student life improvements were made, creating a lounge and study room. Seven rooms were taken off line to accommodate these improvements.

- ACC Network Phase 1 – provides broadcasting infrastructure to broadcast ACC sporting events, as per the school’s commitment as a member of the ACC. Phase 1 included the digital platform infrastructure, including press boxes, field lighting, camera platforms, and cabling for the soccer/lacrosse, field hockey, and volleyball venues.
- Bellarmine House – acquisition of Bellarmine House in Cohasset. The space will be used for mission and ministry events and small retreats.

Projects Currently Under Construction:

- Recreation Center – The new Recreation Center, a 4-story, 244,000 square foot structure, will replace the Flynn Complex and will include 2 multi-activity courts, 2 swimming pools (a diving well and a lap pool), 4 basketball courts, 3 tennis courts, an indoor track, 2 racquetball courts, 2 squash courts, and will increase the amount of space for general fitness. The Rec Center project is on schedule and will be ready to open for Fall 2019.
- Brighton Fields – The new Brighton Fields complex includes a 1000-seat baseball stadium with synthetic turf, a 300-seat softball stadium with synthetic turf and a clay infield, and a grass multipurpose recreational field. The complex also includes press box structures, public restrooms, and storage space. The project is on schedule and the baseball field will be ready for the mid-March home opener.
- Fieldhouse and Football Strength & Conditioning Center – The new Fieldhouse is a 102,000 square foot structure that will include a synthetic turf field which will primarily be used by varsity football, but will also be available for other recreational use. The fieldhouse includes a new strength & conditioning center which will replace the one in the Yawkey center. Construction started in June of 2017 and is on schedule to be completed by July of 2018.

Projects in Planning and Design:

- Schiller Institute for Integrated Science and Society – The Schiller Institute will be a new 5-story construction at the site of Cushing Hall. The space will include classrooms, active learning spaces, and space for 22 PIs for Integrated Science and Engineering. Designs will be finalized in 2019 with construction anticipated to begin in Summer 2019.
- 300 Hammond Pond Parkway – 300 Hammond Pond Parkway is an existing 60,000 square foot building with parking. Currently exploring what could be housed there.
- Pine Tree Preserve – Improvements to Pine Tree Preserve (located between the new Rec Center and Shea Field) would include cleaning up the existing space, paving recreation paths, new lighting, and a realignment of Campanella Way to use the current access road between the Preserve and new Fieldhouse while greening the current Campanella way between the Preserve and new Recreation center.
- Central Heating Plant Expansion and Upgrade – The Project involves an 8,500 square foot addition to the existing building which will allow for upgraded boilers, a stand-by generator, and an exhaust stack. There will also be electrical upgrades to the existing structure.

- Student life/formation spaces – A committee is looking into what the needs are for student-use spaces and where there are spaces that can accommodate increased seating and student meetings.

A Council member asked whether the Boston University acquisition of Wheelock sparked conversation here; Michael Lochhead answered that you have to examine whether the schools would be a good fit and that often acquisitions are more about the facilities than the intellectual contributions of the school. David Quigley added that we are always open to opportunities, but that there are significant challenges, especially with schools that are geographically distant. A Council member asked what consideration has been given to the Connell School with the taking down of Cushing Hall.

3. Affordable Course Materials Initiative: Margaret Cohen, Head Librarian, Educational Initiatives & Research, Educational Research Center

Margaret Cohen talked about the Libraries' Affordable Course Materials Initiative, which was started in 2015 and provides grants and assistance for faculty interested in creating low-cost or no-cost options for course materials.

The high cost of textbooks is a well-known problem for college students. Books and supplies can cost students up to \$1225 per semester. Nationally, 25% of freshman and 33% of seniors surveyed indicated they did not purchase textbooks because of the cost and that they felt that impacted their academic performance. At BC, initial data suggests that 33% of high financial need students do not purchase all required course materials.

The Affordable Course Materials Initiative provides a modest grant and the help of a support team to full-time faculty members who revise their curriculum to include affordable materials. The application process is competitive, with a limited number of grants available. Successful applicants get the assistance of a subject matter liaison, an instructional designer from the Center for Teaching Excellence, and a librarian from the steering group.

There is no "one size fits all" fix and the development of materials for each course is approached separately and takes into consideration the needs of the course, instructor, and students. New curricular resources might include newly created materials, open source materials, subscription resources (from the BC libraries), older versions of textbooks, or student generated materials.

It is estimated that the initiative has saved BC students over \$300,000 over the three years that it has been running. Applications for 2018 grants are due April 17, 2018.

Tom Wall added that the library is committed to providing library resources and databases to meet the curricular needs of the faculty. He urged faculty to look at the library as a suite of services available to them and the students that is currently underutilized.

4. Update on Academic Calendar: Billy Soo, Vice Provost for Faculties

Billy Soo gave an update on the Academic Calendar for 2020-2022.

Starting with the 2018/2019 AY, students will be given the Tuesday after Columbus Day as a 4-day Fall Break. In Fall 2020 however, Labor Day falls late in September, so the challenge was finding an additional 2 class days to get back up to 69 teaching days. To accomplish this, the study days have been delayed a day and the off day after Columbus Day will be temporarily revoked. The same treatment will be applied to Fall 2021. Going forward, the Tuesday after Columbus Day may be reinstated as a day off, depending on when Labor Day falls.

It should also be noted that in order to ensure an even distribution of class day meetings, the Tuesday after Columbus Day will follow a Monday schedule.

5. Provost's Report: David Quigley, Provost and Dean of Faculties

David Quigley introduced the topics for the upcoming March and April Council meetings. At those meetings, the agendas will feature discussion on:

- Title IX
- The BC Consensual Relations Policy