

**Provost’s Advisory Council  
Summary of February 25, 2016 Meeting**

Can Erbil (Chair)	Lillie Albert	John Rakestraw
Marjorie Howes	Laura O’Dwyer	James Kale
Anthony Annunziato	James Bretzke, S.J.	Hagop Toghramadjian
William Keane	Theresa O’Keefe	David Quigley
Susan Michalczyk	Daniel Chambers	Patricia DeLeeuw
Judith Clair	Sasha Tomic	Joseph Carroll
Samuel Graves	Gregory Kalscheur, S.J.	Thomas Chiles
Marie Boltz	Susan Gennaro	Akua Sarr
Stephanie Berzin	Thomas Wall	Nanci Tessier
Thomas Crea	Katie O’Dair	Jessica Pesce
Judith Tracy		

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1. **The summary of the December 11, 2015 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. **University Budget Planning Process and University Strategic Planning Initiative—  
Michael Lochhead, Executive Vice President  
John Burke, Financial Vice President**

Mike Lochhead and John Burke joined the PAC to provide an overview of BC’s finances, key priorities, capital projects, and master plan. They mentioned that BC has approximately 3,300 employees, 800 full-time faculty, a freshman class of 2,250, and an endowment of \$2.3B. This year, BC ranked 30<sup>th</sup> nationally in the USNWR rankings; 10 years ago, BC was 37<sup>th</sup>.

A main financial goal for the institution is to maintain financial viability through disciplined long-term planning and careful stewardship of resources. Other goals include: to provide funding for academic, student formation, and infrastructure initiatives; to maintain/improve BC’s competitive position; and to manage through periods of volatility in capital markets. The financial team would like to keep to a moderate total student charge growth of CPI plus 2%; 5-10 years ago, the growth was typically around 6%. The fiscal 2017 budget is scheduled to be approved by the Board this March.

In last year’s operating budget, 60% of income came from tuition, which was almost \$600M. The next biggest source of income was the endowment payout, which amounts to about 10% of income. Sponsored research totals 5% of BC’s income, and auxiliary income is 20%. Gifts accounted for 3%, or \$30M. The total income for last fiscal year was \$956M. While gifts have increased each year, restricted gifts, those directed toward specific areas by donors, have increased more than unrestricted. Of the 20% auxiliary income, 36% comes from residential life, 32% comes from athletics, 23% comes from dining, 7% comes from health services/the retreat center/parking/daycare, and 2% comes from the bookstore.

Among BC's expenses, \$500M, or 48% of BC's budget, goes toward salaries and benefits. Tuition remission accounts for 18% of expenses, or \$173M. The annual capital budget includes \$18.3M for building projects, \$8M for information technology, and \$2.9M for equipment.

Gifts to the endowment are meant to exist in perpetuity and since only their interest is spent, to preserve the asset for future generations. The top university endowment in the country is Harvard at \$36.4B. BC's competitors include: Notre Dame, \$8.6B; Cornell, \$6B; Brown, \$3.1B; and Georgetown, \$1.5B. The top 20 USNWR ranked schools have an average endowment of \$6.8B, and the endowment per FTE student is \$491,000. The payout per FTE student is \$25,000. At BC, the endowment per FTE student is \$173,000, with the payout per FTE student at \$9,000. BC's competitors thus have more spending power, and rankings correlate highly with endowment.

This year, the total list price for tuition, room & board at BC was \$62,820, which was the 11<sup>th</sup> highest among our set of 25 private, selective competitors. Columbia University was the most expensive school with a list price of \$65,960. BC's annual increase from last year to this was 3.63%. A large percentage of the funds BC spends on academic initiatives has come from the change in tuition rate each year; as the tuition rate flattens out, it is an increasing challenge to find the funds for academic initiatives.

The net price, after factoring in student aid and loans for students receiving financial aid, for BC this year was \$26,358. The average for BC's peer group was \$28,230. BC is need-blind in admissions and meets students' demonstrated financial need, unlike many peers.

A Council member asked whether the number of part-time faculty has increased over time. Pat DeLeeuw said it has fluctuated slightly in the past 10 years; it is currently around 570. The total number of part-time faculty includes many who do not teach or come to the BC campus, but who supervise practica for students in the professional schools.

Mike Lochhead mentioned that physical assets, like buildings, are always depreciating in value. A large portion of BC's expenditure each year goes to maintaining and renovating buildings. He then provided an overview of the major building projects on campus. Currently, 2101 Commonwealth Avenue is under construction and will become the new museum and conference center. The new addition will open in March. It allows for separate entry into the museum, which is on the 2<sup>nd</sup> and 3<sup>rd</sup> floors. The conference center is on the first floor, and there is an outside terrace that can be used for hosting events. This was a \$25M project.

Residence halls: The new residence hall at 2150 Commonwealth Avenue is due to open this summer. It will be a 490 bed apartment complex, and it cost \$97M to build. It will have study spaces and will likely be a first choice for seniors. A Council member asked about student traffic onto campus across St. Thomas More Rd. The crosswalk will remain, but there will be no light added. There was some concern expressed about student safety at the intersection. The residence hall at 2000 Commonwealth Avenue has been undergoing renovations and will open this summer. The social spaces were upgraded, and the balconies were closed off. There

are 540 beds, and it will likely be mostly juniors and seniors who choose to live there. It was a \$30M renovation.

In the planning and design process are projects for a new student recreation center, athletic fields on the Brighton campus, and an athletic fieldhouse. There is a draft design for the new recreation center, which will be 240,000 square feet and cost \$130M. In it there will be two pools, four basketball courts, two multi-activity courts, three indoor tennis courts, rooms for spinning, workout equipment, etc. There will also be an indoor track. The new center will be built where Edmond's Hall now sits. Construction is scheduled to begin in the spring of 2017, and Edmond's will be demolished this summer. The mods will remain for now.

Athletic fields on the Brighton campus will be designed for softball and baseball, and there is outside private funding for these \$30M projects. An athletic fieldhouse to hold an indoor regulation-sized football field is being designed for Shea Field at a cost of \$45M, also donor-funded. The bubble over Alumni Stadium will remain.

Projects that are under consideration are a university center, the Institute for Integrated Science and Society, and a residence hall on the Brighton campus. There are no formal plans yet for a student/university center, but the hope is for it to be located where the Flynn Rec Plex currently is. It will house offices and other programs that are currently in McElroy and Carney. While the O'Neill library is currently filling the void of a student center, it is becoming crowded. Students who live off-campus often go to the STM library instead, especially when there is bad weather. A Council member said it would be helpful to consider an information commons-type location, like the 3<sup>rd</sup> floor of O'Neill, to be located on the Brighton campus, especially if a new residence hall is to be built there. Lower campus is becoming more central as the campus expands into Brighton and down Commonwealth Avenue. The Institute for Integrated Science and Society will be a new building, 100,000 square feet, in the area behind Cushing. It is in early conceptual design phase now.

A Council member asked about the recently acquired property at 300 Hammond Pond Parkway. The temple that is there will occupy the space through 2019, but BC has access to 310 parking spaces on the property for football games. After the purchase is complete, BC will gain the parking spaces for daily use and will consider how to use the building.

### **University Strategic Planning Initiative (USPI)**

BC is beginning the next strategic planning process from a strong financial position. An executive committee and a 16-member steering committee comprised of faculty, deans, and two students have begun work on the USPI. They have asked individual units to do assessments by the early summer of what is working well (and less well) in each area, forecasting what might change in the next 5-10 years, both at the local and national level. These units include 9 academic areas (8 schools and the library), 7 administrative areas, including VP areas and athletics; in addition there are 7 cross-divisional teams for thematic areas such as undergraduate education, graduate programs, research, enrollment management, marketing and public image, student life and formation, and international partnerships. All these groups should consider diversity and inclusion and the role of technology in their areas. In the fall semester, the PAC will be one of the groups talking more about the assessments and

identifying areas of pressing concern. There will be town hall meetings in the fall with a draft of the plan submitted to the Board of Trustees in Spring 2017. We will return to this topic at our last meeting of this academic year.

**3. Discussion about the academic calendar for 2018-19 and 2019-20--  
Louise Lonabocker, Executive Director, Student Services**

Some years ago it was decided that Boston College would begin classes on the Monday before Labor Day during the 2015-16, 2016-17 and 2017-18 academic years. The impetus for this change was faculty who pointed out an imbalance in the number of teaching days between the fall and spring semesters. It is now time to discuss the start date for the 2018-19 and 2019-20 academic years. If we continue to begin classes before Labor Day, it might be possible to include a 4-day fall break in October, and exams would end earlier in December.

Louise Lonabocker noted that on the proposed calendar for spring 2019 and 2020, a Monday class schedule is to be held on a Tuesday in order to make up for the numerous Monday holidays in the spring semester (MLK day, Easter Monday, and Patriot's Day). We tried this last year after we had multiple Mondays cancelled due to snow, and it went well. Council members noted, however, that making up a Tue/Thu class is more difficult than a M/W/F class because of the longer class periods. Council members suggested exchanging Monday and Wednesday schedules, but other members noted this would not solve the problem. David Quigley said one solution would be to make the Wednesday of MLK week run on a Monday class schedule.

Council members provided feedback on this year's earlier start date. There were concerns about off-campus apartment lease dates, which typically started September 1. Residence Life worked with local landlords this past year, and David Quigley noted that by 2019-20, more landlords will be used to our earlier start date and may begin leases on August 15 instead. The Director of Off-campus Housing had some success in shifting the dates this year, and he will continue to work with landlords and students.

The Law School has always started on the Monday before Labor Day; shifting to this model for future years would allow for a consistent start date across the university. A Council member asked when other local schools start each fall. Brandeis has always started early. Other institutions like BU, Tufts, and Suffolk usually start after Labor Day, but they are also having similar conversations about starting earlier. Some Council members said it was difficult to start classes before Labor Day because of childcare issues. The School of Nursing reported that their faculty preferred the earlier start date.

David Quigley said that the proposed fall break would always fall on Columbus Day weekend, meaning there would be one extra day (Tuesday) off. Council members agreed that having a mid-fall break is important for students' mental health. Council members asked about giving a longer Thanksgiving break instead of a 4-day fall break, as many faculty have found that students begin traveling for Thanksgiving earlier each year. Louise Lonabocker said that in her benchmarking, she discovered only one institution that did not hold classes during Thanksgiving week. Some members felt it would be difficult to give off too many days

that close to final exams. David Quigley said that we will revisit the calendar topic in three years, and perhaps then we can look at possibilities for the Thanksgiving week.

#### **4. Provost's Report**

David Quigley gave an update on the two ongoing Dean searches. In the Lynch School, there are three finalists who have already completed campus visits. There are two finalists in the School of Social Work. We hope that both searches will be completed this semester. Mark Massa has announced he will be stepping down as Dean of the School of Theology and Ministry after six years in the role.

At the next PAC meeting, we will discuss diversity and inclusion. This semester we have asked every University (UCT, URC, UCIER, UCRC) and school (EPC, etc) committee to devote one meeting to such a discussion. Please send any agenda suggestions or ideas for possible readings to PAC Chair Can Erbil before the next meeting.