

Provost's Advisory Council
Summary of February 23, 2017 Meeting
8:30-10 am, Lynch Center, Fulton 515

Laura O'Dwyer (Chair)	Thomas Crea	Thomas Wall
Christopher Constas	Sharon Beckman	Joseph Du Pont
Anthony Annunziato	Mariela Paez	John Rakestraw
William Keane	James Bretzke, S.J.	Craig Ford
Patricia Riggin	Theresa O'Keefe	David Quigley
Jonathan Laurence	Claudia Pouravelis	Billy Soo
Can Erbil	Sasha Tomic	Joseph Carroll
Judith Clair	Stanton Wortham	Thomas Chiles
Ronnie Sadka	Gregory Kalscheur, S.J.	Akua Sarr
William Fehder	Gautam Yadama	Jessica Pesce

1. **The summary of the December 15, 2016 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; John Burke, Financial Vice President and Treasurer**

John Burke gave an overview of current BC figures. There are 9,300 undergraduate students and 4,500 graduate students enrolled. There are 3,400 employees, including over 800 full-time faculty members. The endowment is currently \$2.2 billion. Plant assets total about \$1.5 billion. Since 2008, the university has invested about \$350 million in new buildings and repairs; this includes 129 Lake St., Cadigan, Stokes, Gasson, and residence halls.

In FY17, revenues exceeded \$1 billion for the first time; in 1979, revenues were \$70 million. BC is still heavily tuition dependent, with 60% of the operating budget coming from tuition and fees. Auxiliary income accounts for 20% of the budget. The endowment payout provides 10% of the operating budget each year (ca. \$100M), sponsored programs provide 5%, and gifts provide 3%. A Council member asked how BC could rely less on tuition; John Burke said the auxiliary income and gifts would be the easiest areas to grow. Other research universities, especially those with medical schools, rely more on sponsored activities.

Auxiliary income comes from small businesses within the university; Residential Life brings in 36% (\$74 million), Athletics brings in 31% (\$62 million), and Dining brings in 23%, serving 24,000 meals a day. Other Auxiliary services like daycare, the Connors Center in Dover, parking, Event Management, and Follet (the bookstore) account for 10%.

In 1972, the endowment's market value was \$5 million; by 2000, it hit \$1 billion. The 1986-1992 Campaign for BC raised \$136M, the 1997-2003 Ever to Excel campaign raised \$440M, and the 2008-2016 Light the World campaign brought in \$1.6B. When compared to the other 18 need-blind universities nationally, BC's endowment is the second lowest. At the other 18,

the endowment per FTE student is \$554M. BC's is \$165M. The average endowment for the group of 19 schools is \$7.1B.

BC typically keeps the tuition increase each year at CPI + 2%. This is consistent with what peer institutions do. This helps BC fund major academic and capital plans, meet demonstrate financial need for its students, and maintain a balanced budget. Key drivers for long range planning are tuition growth rate, endowment return, new debt, fundraising, and cost management. Key priorities are building a competitive and stable asset base, managing through periods of market volatility, and providing funding for academic and capital initiatives, all of which help to maintain and improve the university's competitive position in the world as we enter a new strategic planning phase.

Mike Lochhead talked about recently completed capital projects, including the McMullen museum and conference center and the Thomas More apartments. The latter provides social and interaction space within a 490-bed upperclassman dorm. Currently, mostly seniors live there. The project cost \$97M. Another project was the Reservoir Apartments, which is a former apartment building purchased and renovated by BC. The renovation cost \$32.5M. It is filled with mostly sophomores and juniors, with 540 beds total. The acquisition of this building helps BC toward its goal of meeting 95% of demand for housing. Another recent purchase is 300 Hammond Pond Parkway, which is a former synagogue with 300 parking spaces. It is located 1 mile from McElroy, and BC is currently assessing how to use the space. It will likely be an administrative building. Recently, Edmonds Hall was demolished at a cost of \$6M. Construction on the new recreation center will begin on that site this spring.

There are numerous projects in the planning or design phases. Most notably, the new recreation center will be 244,000 square feet and cost \$138M. It will have 2 pools, 4 basketball courts, 3 racquetball courts, 3 indoor tennis courts, and an indoor running lane. A member of the Advisory Board asked about the design approval process and noted that the new aquatic complex no longer has 3-meter diving board. The Council member also asked whether the yet-to-be-hired Athletic Director will have input on what is in the new complex. Mike Lochhead responded that the Board of Trustees was consulted throughout the project. He said that the layout of the building was constricted by the footprint of the site they had to work with, and there were challenges with the pool's size and depth because of the fact that the land beneath the site had been backfilled. The new complex can still host diving competitions, however. David Quigley added that it is difficult to ensure that all 31 varsity sports have state of the art facilities when there are funding and space constraints to take into account. The construction should take about 2 years.

The Brighton fields project from the last master plan will cost \$34M. There will be synthetic turf softball and baseball fields with seating and a natural grass recreation field. This project should start this spring and end next spring. Another project is the field house and football strength and conditioning center, which has a major lead donor and will be built on the current baseball field. There will be one massive indoor field for use by various teams, plus a weight room for football that will replace the one in Yawkey. Construction should start after Commencement and be done by summer 2018.

In Devlin Hall, there will soon be a renovated admission and visitor center. This project costs \$8.5M and will begin this summer. Admissions will then have a 250-seat auditorium for visiting groups; this will be where the McMullen Museum used to be. Another project is the ACC video network. This is a \$15M project that enables digital and TV broadcast of all ACC regular season games in the stadium, Conte Forum, Conte Power Gym (volleyball), and Newton campus fields (soccer, lacrosse, and field hockey). After the project is complete, BC's conference payout will go up significantly, and more revenue will be generated.

Projects under consideration include the Institute for Integrated Science and Society, a university center, a residence hall on Brighton campus, and 300 Hammond Pond Parkway.

A Council member asked how the number of employees at BC compares to its peers. The student to staff ratio at BC is 6:1, putting BC second from the bottom in the peer group. NYU is the only place lower, at 7/8:1. Some institutions on the list are 1:1, so BC has fewer employees than many of its peers.

3. Update and Conversation about Contemporary Political Issues—Joe Herlihy, General Counsel, Esq. and Provost David Quigley

Since our last PAC meeting, much has changed nationally, including a new president. Joe Herlihy has been helping other Boston area universities with an amicus brief related to the new president's executive order. The last four U.S. presidents have had clear higher education agendas throughout their campaigns. The new Secretary of Education does not know much about higher education. It is likely that research funding for the NIH and NSF will decrease, while the existence of the NEH and NEA is threatened. In addition to the decline in research funding, there are threats to the federal apparatus that supports financial aid. What will this mean for us and how we live our mission with need blind admissions?

The executive order on immigration has caused issues for higher education, the tech industry, and others, especially in terms of researchers and conferences. Major questions include how to support those in the community who are already here, how do we make sure we do not lose international graduate students and faculty, and how do we make structures that can support international students and scholars. Joe Herlihy, who is not an immigration expert, has worked to handle the chaos that came about at BC and on various campuses since the order that suspended entry to immigrants and non-immigrants from 7 countries for 90 days. The order also suspended for 120 days any activity under the US refugee admission program and created preference for refugees claiming religious persecution. It also indefinitely suspended refugees from Syria. Multiple courts have issued temporary injunctions. Two UMass Dartmouth faculty were held at Logan airport and filed suit with the Attorney General and the ACLU. BU, Harvard, MIT, Tufts, and BC prepared an amicus brief in support of the suit to inform the court what was at stake for Massachusetts institutions of higher education in enforcement of this order. We have some faculty searches where top candidates were people from those countries, and we are losing keynote speakers and participants for conferences. We also have students who feel they will not be able to leave the country and get back in. There are eight BC students from the affected countries; most are from Iran, one is from Iraq.

The new president says he will issue another executive order in the next week that will address some of the problems of the first order. It was unclear whether the first one was applicable to permanent residents. “Non-immigrant” is a visa holder, while an immigrant is green card holder. Green card holders by definition have a right to leave and reenter the country. It will be interesting to see what changes are made in the next order.

A Council member asked BC’s policy on being a sanctuary campus. Joe Herlihy said that if we are approached by federal agency and asked to disclose students by immigration status, we are not permitted to because that information is protected under FERPA. We would need a court order to disclose it. A small number of schools have identified as a sanctuary campus, but it is not clear exactly what that means. Additionally, BC does not ask students to disclose their status in terms of DACA, so we would not have that information to report. BC joined other university presidents’ statement in support of DACA.

A Council member asked about the potential ACA repeal and how this might affect female students and birth control. Joe Herlihy said the minimum qualifications of the ACA required reproductive health. He believes the repeal and replace plan is many, many months away, but in Massachusetts we may go back to Romneycare. Even before there were mandates from Romneycare and the ACA, the university provided birth control under its health policy.

A Council member asked if there is a BC number to call if anyone needs immigration help. Joe Herlihy said faculty and employees should call his office, while students should call Adrienne Nussbaum in the OISS. PAC members suggest that we disseminate this information to the BC community.

4. Provost’s Report

NEASC Reaccreditation Update: March 12th-14th will be the NEASC reaccreditation committee visit to campus. There will be an open faculty session on the afternoon of the 13th, and there will be another session with PAC members. We encourage you all to attend.