

**Provost's Advisory Council  
Summary of November 29, 2012 meeting**

Bert Garza	Diana Pullin	Tom Wall
Judith Gordon	Theresa O'Keefe	David Quigley
Pat DeLeeuw	Fr. James Burns	Anita Tien
Pat Byrne	Harrison Kent	Timothy Crawford
Lillie Albert	Siobhan Kelly	Stephen Pfohl
Danny Willis	James Bretzke, S.J.	Marilyn Matelski
Katherine Gregory	Maureen Kenny	James Gips
Katie O'Dair	Larry McLaughlin	Renee Jones
Victoria Pineiro	Don Hafner	David Wirth
Jeffrey Bloechl	Vickie Monta	Harrison Kent

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1. The summary for the meeting of October 25, 2012 was approved. (An amendment to the section on Review of Deans was accepted and incorporated.) The summary will be sent to the President's Office. All summaries are posted on the Provost's Office website; members are encouraged to share the summary with colleagues.
2. Conflict of Interest and Conflict of Commitment: The language for the Conflict of Interest/Conflict of Commitment portion of the Faculty Handbook has been revised. (The sentence reading "External Activities should be of such nature and conducted in such manner that they bring credit to the University, and must not compromise any intellectual property owned by the University" was amended to "External activities must not compromise any intellectual property owned by the University.") There were no objections to the amended language.

An additional question was raised about the stipulation that "any work of a continuing or regular nature, whether compensated or not, must be approved annually by the Provost." At issue was whether this provision required annual approval for such activities as service with civic or charitable organizations. It was noted that despite the ambiguity, this provision is part of the University Statutes, and no change was being proposed at this time.

3. A subgroup of the Council of Deans has developed a number of recommendations (see below) relating to non-tenure-track faculty, specifically to their titles, processes for promotion, and due process. The recommendations were reviewed and endorsed by the Council of Deans. The department chairs also reviewed and endorsed the recommendations in the spring of 2012, and they have been discussed with non-tenure-track faculty in every school.
  - Several of the professional schools have developed titles for non-tenure-track faculty as alternatives to "adjunct assistant professor," "adjunct associate professor," and "adjunct full professor." Should the College of Arts & Sciences and the Carroll School of Management find suitable titles for full-time non-tenure-track faculty in their disciplines, any language referring to "adjunct" faculty should be updated throughout the Faculty

Handbook.

- Regarding the promotion of non-tenure faculty:
  - It was reported that some faculty remain in favor of the current language, which states that "promotion should be very rare and reserved for faculty members who demonstrate excellence in teaching, in either scholarship or service, and have a national reputation." It was observed that this standard for promotion might be viewed as more limiting than the one applied to tenure-track faculty.
  - Some members of the Council felt that the proposed language for promotion-- "excellence in the capacity for which the faculty member was hired, and excellent departmental and school service" and "distinction will be defined according to the standards of the discipline"--were ambiguous. For non-tenure-track faculty who have been at the University for many years, the capacity for which they were hired may not have been specified or may have since changed. Also, the standards for distinction of non-tenure-track faculty may not be clear in every discipline. Others felt that the revised language would have the benefit of being more applicable to non-tenure-track faculty, particularly clinical faculty.
- Regarding due process for non-tenure-track faculty:
  - It was noted that while tenured and tenure-track faculty have a grievance process, there is currently no process for full-time non-tenure-track faculty, which constitute over 21% of the full faculty.
  - A question was raised as to whether the existing grievance committee for tenured and tenure-track faculty could also hear grievances from non-tenure-track faculty. University Counsel has indicated that to avoid potential conflict with the University Statutes on the grievance process for tenured faculty, a separate grievance committee should be constituted for non-tenure-track faculty.
  - Questions were raised about due process considerations for part-time non-tenure-track faculty. It was proposed that this be discussed in a separate conversation.
  - As to the constitution of a grievance committee, the Provost's Office will consult with Deans and others to appoint members to the non-tenure-track faculty grievance committee, with the understanding that the process may be amended at some point if deemed necessary.

Next steps:

1. Faculty Handbook language regarding non-tenure track faculty will be updated and presented to the Provost's Advisory Council at its next meeting.
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4. Patrick Keating, Executive Vice President, and Peter McKenzie, Financial Vice President, joined the Provost's Advisory Council to discuss the assumptions behind and development of the FY14 budget. The current University budget is \$860 million, which represents an increase of 2% of the prior year. Capital spending is \$120 million. The endowment is currently at \$1.7 billion.
    - Boston College uses a long-range financial planning model that involves several revenue assumptions and forecasts them for 10 years. Decisions that are made about each year's budget are based on this model. In general, it has been assumed that the inflation rate will be 2% annually; the undergraduate enrollment will be 8,900; endowment income

- will contribute 10% of the budget; and 5% will be drawn from the endowment yearly.
- Revenue assumptions have held that undergraduate tuition will grow at the rate of inflation plus two percentage points; room and board will grow at the rate of inflation; graduate tuition will grow at the rate of inflation plus two percentage points, subject to market variables; endowment will grow at the rate of inflation plus five percentage points; and other revenues (e.g., bookstore, athletics, sponsored research) will grow at the rate of inflation.
  - Expense assumptions have prescribed financial aid increases at the same rate as tuition (this amount has been supplemented by \$2M yearly for the last several years, and may increase over the long term), salaries to increase at the rate of inflation plus one percentage point, with other operating budgets to be held constant. The costs of benefits have been particular challenging; health care costs have been budgeted to grow 7% yearly.
  - It was noted that 70% of the University's revenue comes from tuition, room, and board, and that the Strategic Plan has been funded by a commitment of about \$7 million yearly, with \$5.5 going to academic programs, and \$1.5 to capital improvements. Efforts to find operational efficiencies continue, particularly in the face of some budgeting challenges. For example, the campus building plan has slowed down. In the face of continued economic uncertainty, high unemployment, and tight credit, consumers' discretionary spending has contracted, and University revenues from such discretionary areas as the bookstore, dining services, parking, and athletics are down. Finally, fundraising is also slightly down. Boston College continues to outspend on financial aid, and in fact its resources per student are lower than any other institution in its rankings cohort.
  - At the same time, the University's cash position is strong, its credit rating strong, and the endowment is performing well. Faculty hiring has not slowed, and the University's commitment to need-blind financial aid and full funding of demonstrated need both continue.
  - One member of the Council stated that efforts to find operational efficiencies have led to work being shifted from administrative staff to faculty, and that full professors are now forced to do such things as their own photocopying, which comes at a cost to their research activities.
  - It was generally agreed that Boston College's upward trajectory in terms of faculty hiring and the academic profile of its students has meant that the current administrative infrastructure may not be sufficient. It was noted that the College of Arts & Sciences is understaffed in comparison to other schools at the University. This will be examined as part of the academic budgeting process this winter.
  - Another member of the Council described the financial aid process for graduate students as "opaque." To this point, it was mentioned that BC now contributes to the cost of health insurance for some graduate students, which it did not do several years ago. It was also pointed out that the financial aid for graduate and professional students is left to the individual schools to determine, and based on merit and market factors.
  - It was also acknowledged that graduate stipends are generally low. While the financial outlook is unlikely to change in the short term, it is possible that schools will have to make choices about how many graduate and professional students--and how many programs--they can support within the funding assumptions for graduate programs.

5. Provost's Report

- A University policy for the protection of minors has been drafted, and will become effective when signed by the President.

Boston College has introduced an additional optional essay as part of the Common Application. Applications for early admission are down by about 20% this year, a decline that may be related in part to the introduction of the optional essay. It appears that the quality of early applicants, however, has improved from that of last year's applicant pool.