

**Provost Advisory Council  
Summary of March 26, 2009 meeting**

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|--------------------------------------|-----------------------|-------------------|
| Bert Garza                           | Meghan Cawley         | Kay Lemon         |
| Pat Byrne                            | Cole Boskey           | Hassan Tehranian  |
| Anita Tien                           | Ana Martinez Aleman   | Lillie Albert     |
| Ellen Winner                         | Paul Lewis            | Alberto Godenzi   |
| Callista Roy                         | Mary Kathleen Dunn    | Pat DeLeeuw       |
| Angela Amar (for<br>Rosanna DeMarco) | (for Tony Annunziato) | Don Hafner        |
| Robin Fleming                        | Ferna Phillips        | Dick Cobb-Stevens |
| Jim Morken (for Paul<br>Davidovits)  | John Spinard          | David Quigley     |
|                                      | Gilda Morelli         | Kevin Bedell      |
|                                      | Tom Wall              |                   |

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1. The summary of the February 25, 2009 meeting was approved and will be forwarded to the President's Office.
2. Pat Bando, Associate Vice President for Auxiliary Services, and Bob Stewart, Director of the Bookstore, joined the Council to discuss the partnership of the University Bookstore with Follett Higher Education Group.
  - The Higher Education Opportunity Act requirement for public disclosure (on the Bookstore website and in course syllabi) of ISBN numbers and pricing for books will become effective July 1, 2010.
  - The Bookstore aims to sell books to 80% of those students enrolled in each course. Currently it sells to 66% of enrolled students.
  - A question was posed about how the costs of books correlate with the likelihood of students purchasing texts. It was mentioned that the UGBC is actively trying to encourage faculty to (1) inform the Bookstore of their next-semester textbook selections far enough in advance so that the Bookstore can buy back used texts from students, and (2) place assigned texts on reserve in the Library.
  - Questions were also raised about whether textbook sales are critical to the viability of the Bookstore. At one time, book sales accounted for approximately 65% of revenue; clothing and gifts now account for 65% of revenue. The margin on book sales is much smaller than on clothing and gifts.
  - For each dollar in new textbook sales, 32¢ goes toward the publisher's manufacturing costs (from editing to paper), 7¢ to the publisher's income, 10¢ to publisher's general and administrative costs, and 15.4¢ to the publisher's marketing costs. 11.5¢ goes to the author. 10.9¢ pays for store employee salaries and benefits, 7.4¢ to college store operations, and 4.5¢ to college store income.
  - Used book sales provide greater savings for students; the margin for the Bookstore is also slightly higher. Students submitting books for buyback receive 50% cash of the purchase price of a new book, regardless of whether they purchased a new or used book.
  - It was pointed out that the deadlines established by the Bookstore for book adoptions (April 17 for the following Fall semester) are difficult to meet in some

- It was observed that the Bookstore does not carry many general trade books. Bob and Pat noted that retail space in the Bookstore is extremely tight.
- The use of digital books on Kindle-like devices was mentioned as a possible book delivery system in the future. Some publishers prevent printing of digital books, and books can only be downloaded to one machine. It was pointed out that it can be difficult to view pages onscreen.
- The Bookstore is intended to be financially self-sustaining. In recent years, annual revenues have ranged from \$800,000 to \$2,000,000, or about 3% of the University operating budget.
- A member of Council proposed that the Bookstore conduct a survey of faculty and students to gather feedback.
- It was suggested that the Bookstore might convene a Faculty Committee to explore programming and events that could take place at the Bookstore. The Library, the Institute for the Liberal Arts, and the Bookstore might all participate in programming that would enhance intellectual life on campus.

*Next steps:*

1. It was agreed that the Bookstore and coursebooks will next be discussed with the University Council on Teaching.
3. Pat DeLeeuw invited Council members to summarize best practices in their schools that promote effective communication.
  - In the Carroll School, it was observed that email communications from the Dean and/or Provost are less likely to be read than communications from the Department Chairs.
  - In the Connell School, there are multiple venues for communication. A monthly meeting of the faculty ensures verbal communication of University information.
  - In the Lynch School, communication takes place in meetings of full faculty as well as among department chairs.
  - It was agreed that the role of department chairs in distilling and synthesizing information is critical. Departmental faculty meetings are particularly effective in bringing matters to the attention of faculty.
4. Bert Garza reported that University financial projections remain on track. Undergraduate admissions applications remains at a level similar to previous years, as does the level of applications for financial aid; very few of the 9000 current undergraduates have requested reconsideration of financial aid packages; tuition payments have been coming into the University consistent with patterns of previous years. At the same time, the economic situation remains volatile so it is difficult to project far into the future.

The Provost asked Council members to assist in alerting faculty that annual reviews

for faculty and staff remain important to complete this year, even if merit increases are not possible. If achievements are not documented this year, it will be difficult to recognize employees in the future when merit increases are possible.