

## **Minutes for Meetings of the University Planning and Resources (P&R) Committee FY 2015**

Submitted June 5, 2015

Compiled by Professor Ron Ash for the Committee

### **Committee Members**

Chair: Ron Ash, Business (2015)

Caroline Bennett, Civil/Environ/Arch Engineering (2016)

Katherine Clark, History (2017)

Donita Shaw, Curriculum & Teaching, Faculty (2016)

Jacob McKnight, Student

Angela Murphy, Graduate Student

Susan Mercer, Inst for Policy & Social Res, Unclassified Staff (2015)

Easan Selvan, Information Technology, Unclassified Staff (2017)

Pat Owens, Urban Planning, University Support Staff (2017)

Ex-officio:

Deb Teeter, Director, Office of Institutional Research and Planning

Diane Goddard, Vice Provost of Administration & Finance

### **Minutes for P&R Meeting of October 29 2014**

Prepared by Ron Ash and Susan Mercer

The University Senate Planning & Resources (P&R) Committee met on Wednesday Oct 29 2014 at 11:00 AM in the Regents Room in Strong Hall. The primary purpose for this meeting was to learn about the fiscal and physical states of the University of Kansas, thereby providing a current context for the work of the committee. We also worked on developing a tentative schedule for meetings to address the charges of the committee.

The committee members introduced themselves.

The committee reviewed its charges.

Vice Provost Diane Goddard provided an overview of the State of Kansas fiscal situation. The approved state budget outstrips current (April 2014) revenue projections significantly. Due to tax reform (exempting approximately 330,000 small business – doctors, lawyers, farmers, others – from paying income tax on pass through profits made from their businesses enacted in 2012) the state has had to dip into reserves in order to meet obligations during the last two years. If the state revenue balance falls below \$100 million, statutes grant the governor the power to make across the board budget cuts, and if the revenue balance is projected to be negative, statutes grant the governor the power to make targeted budget cuts. Diane noted that KU could experience a budget cut in state appropriations (40% of operational costs) for FY 2015 of about 5%, resulting in a budget cut impact of 2.5%. However this cut would likely come very late in the year, after a significant portions of the fiscal year funds have been spent, therefore making it very painful to make the cuts – if they happen.

Diane noted that this is the good news. She anticipates that without big and swift changes, fiscal 2016 and 2017 are likely to be worse. She went on to outline KU budget issues for the committee members, but asked that the specific details remain confidential at this point because it would be inappropriate get out ahead of the Board of Regents regarding budget cuts.

Briefly, Diane explained that the majority of KU's operating budget now comes from tuition, and that the state has not increased the university's operating funds in years. Yet operating costs increase every year, including utilities, benefits, and salaries (although the latter have not kept pace with peer institutions since 2000). She explained that the university cannot move forward with the strategy of increasing tuition and cutting budgets. That is why Huron was brought in to find significant operating efficiencies that will allow the university to save substantial operating costs and free up money to be repurposed toward meeting the goals in the Bold Aspirations strategic plan. She noted that the savings realized from implementation of Huron-based change initiatives will, this year, exceed the funds expended on Huron.

Diane also discussed how the demographic mix of students was changing, and that the university needed to significantly increase its online degree program offerings to compete in the changing environment. An external vendor, Everspring, has been engaged in a partnership with KU in order to develop a significant and high quality KU presence in the online degree market. She also mentioned that the university has partnered with a company called Shorelight in order to increase significantly the proportion of international students in the KU student body. These students pay out-of-state tuition rates, which is important for maintaining the University's revenue stream.

Committee members expressed concerns about a number of the many changes outlined by Diane. These will be addressed in greater depth in future meetings.

## **Minutes for P&R Meeting of January 20 2015**

Prepared by Ron Ash, Angela Murphy, and Pat Owens

The University Senate Planning & Resources (P&R) Committee met on Tuesday Jan 20 2015 at 3:00 PM in the Provost Conference Room (PRC) in Strong Hall. The primary purpose for this meeting was to learn about and discuss the status of the Science Master Plan.

Several subject matter experts were present and participated in this meeting. These include:

- Barry Swanson, AVP for Campus Operations
- Tracy Horstman, AVP for Capital Planning & Space
- Jim Modig, University Architect / Director, Design & Construction Management
- Shannan Nelson, Director of Campus Operations
- Bob Goldstein, Associate Dean, College of Liberal Arts and Sciences

Bob Goldstein led the discussion on "Innovation Way," which he noted "is more than sciences." He explained that Malott Hall has outlived its usefulness for both teaching and research in the

sciences – chemistry, physics, chemistry for engineering, etc. He gave an example of outdated basic safety equipment – hoods used to control fumes. The current standard is 3 feet per person; we have only 7.5 inches per person. Bob noted that the Department of Chemistry is the most productive research department at KU, and that they currently experience roughly 30% down time due to power outages and electrical issues. We need to move both the teaching of and research in chemistry out of Malott. The building infrastructure will not allow adequate expansion. The current facilities make it extremely difficult to attract new high quality faculty and students. The university needs a new structure to be competitive as an AAU institution.

Innovation Way is planned as a series of new interdisciplinary science buildings where research and teaching will be integrated. Currently there are plans for several research institutes: 1) Earth, Energy, and Environment Center; 2) Industry Outreach, and Tech Transfer Center; 3) Center for Materials Science; 4) Life Sciences Center. These will be located near the Burge Union (where married student housing is now). The new science buildings will be twice as big as our currently available space for science – in large part for safety reasons. Nothing will be “built in,” the idea is to keep the space “morphable.” There will also be a conference center (for 150 guests).

Jim Modig provided some information on the infrastructure development needed to support the new integrated science buildings. The university has a centralized power plant (located in the “north district”) with one 16-inch water line. It needs a new power plant (located in the “central district”) with a new water source. The university also needs an additional chilled water district – a central plant with several chillers. Backup and redundancy must be built into the power and water systems.

Tracy Horstman and Jim Modig also mentioned how the new science buildings were part of the campus master plan. We need to add rooms and infrastructure and HVAC, and balance this with maintaining the historic buildings on campus. Jim mentioned proposed/planned development on West Campus, including a research park with a mix of public and private development, and to add space for pharmaceutical research very near to the new pharmacy teaching facility.

Barry Swanson mentioned the need to balance our perspective – take care of what we have, modernize our current facilities, while maintaining our history. Redevelopment of Jayhawk Boulevard was mentioned as an example – replacing the utility pipes and piping for IT simultaneously – while keeping or improving the look of this main campus artery.

Shannan Nelson was introduced as “the money guy” – and provided information on how the university will pay for the needed development. He spoke about PPP – Public-Private Partnerships for financing. The university is looking for \$150 to \$400 million dollars to fund the new integrated science buildings. The specific revenue sources have not been determined as yet.

## Minutes for P&R Meeting of January 27 2015

Prepared by Ron Ash, Angela Murphy, and Pat Owens

The University Senate Planning & Resources (P&R) Committee met on Tuesday Jan 27 2015 at 2:00 PM in the Provost Conference Room (PRC) in Strong Hall. The primary purpose for this meeting was to learn about and discuss the status of the Campus Master Plan. (In hindsight, we realized that we should have scheduled the meeting on the Science Master Plan – our Jan 20 2015 meeting – AFTER this meeting on the Campus Master Plan. Future committees, take note!)

Several subject matter experts were present and participated in this meeting. These include:

Barry Swanson, AVP for Campus Operations  
 Tracy Horstman, AVP for Capital Planning & Space  
 Jim Modig, University Architect / Director, Design & Construction Management  
 Shannan Nelson, Director of Campus Operations

Jim Modig gave a wonderful presentation on the Campus Master Plan, linking the history of planning on the KU main campus to the current university strategic plan and Bold Aspirations (BA). Interested readers are referred to “2014-2024 KU Campus Master Plan” – <http://dcm.ku.edu/campus-master-plan>. Here is a brief overview of the plan taken from the website. The actual plan plus supporting documents is some 500 pages in length. There are five *pdf* documents covering key aspects of the plan.

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## KU's 2014-2024 Campus Master Plan

The [2014–2024 University of Kansas Campus Master Plan](#) is KU’s fifth and most comprehensive master plan. The plan was developed over a 13 month period, during which hundreds of individuals were engaged in meetings, focus groups, interviews, and charrettes. Three campus and Lawrence community open forums were also held. The end result is a document that includes extensive analysis and reports on space and classroom utilization, historic patterns and resources, land use, program accommodation, sustainability, coordination with the local community, and other areas.

KU’s master plan is unique because it is a living plan, to be revisited in the future and adjusted as needed, rather than repeating the planning process. This level of flexibility is achieved by focusing on 11 planning principles that embody KU’s historic excellence and ambitions for the future, as well as the university’s values and priorities. The result is a plan that physically embodies KU’s strategic plan, [Bold Aspirations](#) , through three broad physical concepts — Student Success, Campus Life; Academic Communities; and Sustainable Land Use & Growth Patterns.

[KU Executive Summary](#) 

[Regents Master Plan Presentation](#) 

[2014-2024 University of Kansas Campus Master Plan](#)   
[KU Central District Master Plan](#) 

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“The 2014-2024 Campus Master Plan creates a framework for growth that builds on the legacy of the historic core, while providing a road map for physically implementing Bold Aspirations. The design guidelines are high-level recommendations for implementation intended to focus on broader principles without constraining design creativity and interpretation. The intent is to steward KU’s substantial natural and built resources, guide sustainable future growth patterns, and inspire the creation of new campus buildings and grounds that add to the unique Lawrence campus identity.” (Page 204, KU 2014-2024 Campus Master Plan.)

The Campus Master Plan divides the University into three districts – North, Central, and West – each with a specific set of design guidelines and principles.

The North District is bounded roughly the football stadium on the north, Ohio Street on the east, West Campus Road and Naismith Drive on the west, and Sunnyside Avenue on the South. “The historic core of the North District remains the identity of the university. As a whole, it has varied architectural character, from iconic buildings to the large post-war academic buildings between Jayhawk Boulevard and Sunnyside Avenue. The overall intent for planning and architectural guidelines in this district is to respect, reinforce, and reinvigorate the historic environment through new buildings and landscapes.” (Page 209, KU 2014-2024 Campus Master Plan.)

The Central District is bounded roughly by W. 15<sup>th</sup> Street and Sunnyside Avenue on the north, Naismith drive on the east, W. 19<sup>th</sup> Street and W. 21<sup>st</sup> Streets on the south, and Iowa Street on the west. “The Central District is key to future development on the KU Lawrence campus. Relatively flat and underutilized land may be transformed for a significant portion of new campus facilities. Architectural character is lacking in this district, with the exception of the iconic Allen Fieldhouse. Reinforcing the campus gateway at 19th Street and Naismith Drive is important to creating an identity for the district. New science facilities within Innovation Way, along Irving Hill Road, will create a second district center and allow for new pedestrian paths that connect the Central District to the West and North districts.” (Page 213, KU 2014-2024 Campus Master Plan.)

The West District is bounded roughly by Bob Billings Parkway (old 15<sup>th</sup> Street) on the north, Iowa Street on the east, Clinton Parkway (23<sup>rd</sup> Street) on the south, and Kasold Drive on the west. “The focus of this master plan for the West District is to create a research partnership area fronting Clinton Parkway, additional academic/research facilities around Becker Drive, and enhancement of the campus identity at Bob Billings Parkway and Iowa Street. The district is divided by topography and vegetation into three distinct areas, including a northern area around the Lied Center, research areas in the southern portion, and a western area with support functions and undeveloped land.” (Page 217, KU 2014-2024 Campus Master Plan.)

The three districts are to be tied together via The Jayhawk Trail, a walking trail with no stairs (wheelchair access, etc.) running from the Kansas Union (North District) to the heart of the West

District. Some type of tunnel or bridge traversing Iowa Street is an integral part of the trail connecting the West District with the Central and North Districts. The Campus Master Plan is designed to be updated every two or three years – it is a living document.

The Committee asked questions dealing with the timeline for the manifestation of the master plan – “Is this an oasis or a mirage?” The response was that the Campus Master Plan is a GUIDE for building as funding becomes available. Each year the University submits a five-year capital improvement plan focusing on year-by-year projects and improvements. Funding is the block. State support for projects has averaged roughly 20% over the last 20 years, but has averaged only 11% over the last 10 years. Going forward, all new building projects must include funding for long term maintenance. Deferred maintenance on current buildings is a very tough financial issue - there is currently a \$300 million backlog in deferred maintenance.

Funding will have to be done through various PPPs, or Public-Private Partnerships (P3). The university is looking into Social P3s (essentially private financing) to fund building in the Central District, and a type of Hybrid P3 (Endowment owns the property and can partner with a private developer who can own buildings and infrastructure for a set period of time) to fund the West District. The goal is to fund the needed development without State financing – which is extremely unlikely anyway – and the accompanying glacial speed of that process. A number of other universities in U.S., Canada, and New Zealand are funding development in this way (P3s). KU is late to funding growth in this way.

Diane Goddard noted that KU is currently working on requests for proposals (RFPs) with investment companies that meet our standards. We are seeking a sustainable business model. Our current model with the State is NOT a sustainable business model.

## **Minutes for P&R Meeting of Feb 3 2015**

Prepared by Ron Ash, Angela Murphy, and Pat Owens

The University Senate Planning & Resources (P&R) Committee met on Tuesday Feb 3 2015 at 2:30 PM in Room 210 Strong Hall. The primary purpose for this meeting was to review KU partnerships with outside contractors and consultants. Senior Vice-Provost Sara Rosen and Vice-Provost Diane Goddard were present to address questions and concerns of P&R committee members. Three KU-consultant/contractor partnerships were covered, including those with Huron, Shorelight, and Everspring.

### **Huron**

Diane Goddard reported that the Huron consulting group had been hired to analyze the various administrative processes of the university, and to develop business cases showing potential cost savings for recommended change initiatives. Huron was heavily involved in development and implementation of several of the change initiatives: Shared Services Center; Facilities; Construction Management; Human Resources; Research. The University developed and implemented on its own other change initiatives identified by Huron: IT; Libraries; Budgeting; Enrollment Management. Diane reported that Huron’s work with KU is essentially complete,

and that only one Huron employee remains on campus working in Research for a month during the post “go-live” implementation of the new grants module.

### **Shorelight**

The University has partnered with Shorelight Education LCC and has created the Academic Accelerator Program (AAP). The goal of the program is to increase the international enrollment at KU to 15 or 16 percent of the student body. Shorelight has a 15-year contract with KU. Briefly, Shorelight recruits international students for the KU AAP. In their first year these students study in the Applied English Center and earn about 30 credit hours in general education. Then they are expected to become regular sophomores at KU. Initially almost 90% of the AAP students are from China, with others from Viet Nam, Russia, Nigeria, etc. Eventually the KU expects to establish international diversity requirements for the program. There are 51 students in the program in Spring 2015, with a goal of having 225 students in Fall 2015, and 600-800 students in about five years. Shorelight has some 30 recruiters in different countries around the world. An assessment plan for evaluating the program is being developed.

The primary goal of this program is to support Kansas students by stabilizing KU enrollment and budgets. The cost for educating in-state KU students is roughly 1.4 times the tuition amount. Out-of-state and international students pay substantially higher tuition rates than in-state students. As state support for higher education continues to wane in Kansas, it is very important to have more out-of-state and international students paying tuition rates that exceed the cost of education in order to maintain the lower in-state tuition rates.

### **Everspring**

There is a large market for students who cannot come on campus to take courses. The average online student is 35 years old, female, and a single parent. This is the largest growing population of students, NOT the 18-22 year old group. The Board of Regents goal is to provide education to the public. KU has a goal to develop full-degree online programs of the highest quality. There is no single strategy for online programs at KU, except that they must be complete degree programs. Every Dean was consulted to determine what their respective units wanted to do in terms of online education.

One option that units have is to partner with Everspring. (Another option is to partner with KU’s Center for Online and Distance Learning – CODL – which the School of Journalism is doing.) From their website, Everspring partners with leading universities to provide full-service, customized online educational solutions. According to Sara and Diane, the Everspring people have been in the online world for many years, have good funding, and can move KU forward in a unique way. KU’s goal in online education is to leapfrog current online models used by other universities. Everspring provides an online student experience that is integrative, highly interactive, and high tech. (An example from the KU School of Education is Jayhawkville, a virtual school system, in which avatars are used for classroom management training. This is a live simulation teaching 5 special education students, each with unique personalities. The claim is that 10 minutes of this simulation training is equivalent to one live hour with 25 students.)

In the Everspring model, KU faculty partners provide and own the academic subject material. Everspring staff provide and own the back-end technology delivery templates. For this reason,

products developed for an online KU-Everspring degree program cannot be utilized with the Everspring technology in other non-Everspring courses.

A number of online programs are under development at KU. The School of Education will have 14 or 15 Master's degree program online in the next three years. The School of Business is launching an online MBA program in Fall 2015. Both of these schools are working with Everspring. The School of Journalism is working with CODL to bring two certificate programs online, and the College of Arts and Sciences is working with CODL to develop an online BGS program.

Diane and Sara commented that they have confidence in these partnerships, noting that they have tried to be careful and deliberate in setting them up. One concern is that all of this change and new program or delivery system development takes a lot of work on the part of KU faculty and staff. Diane commented that she is less worried about these partnerships and the income streams from them than she is about the University's "partnership" with the State of Kansas and that income stream.

## **Minutes for P&R Meeting of Feb 17 2015**

Prepared by Ron Ash

The University Senate Planning & Resources (P&R) Committee met on Tuesday Feb 17 2015 at 3:15 PM in Room 205 Summerfield Hall. Primary purpose of the meeting was to review the P&R Committee standing charges and discuss the need for any changes or modifications in these.

Several potential issues were considered for possible inclusion in the standing charges:

1. How the State of Kansas legislative process will affect the University budget in the future.
2. The impact of the continuing decline in State financial support on the day-to-day operations of the University.
3. Mechanisms to communicate the significant changes in the funding model for the University that have occurred in the past decade or two to a much broader segment of the University faculty and staff (beyond members of the P&R Committee) and to the general public of Kansas. Committee members are of the opinion that many University employees, students, and members of the general public believe that the University of Kansas is still a state supported university, meaning that the majority of the funding for the University is provided by state tax dollars. This has not been true for a long time. KU has become a state assisted university, meaning that substantially less than half of the funding for the University is provided by state tax dollars, and that the state support portion seems to decline every year. The University is increasingly dependent on tuition dollars for almost everything that it does. Public-

Private Partnerships are now of substantial importance for funding building and infrastructure projects.

4. It was pointed out that roughly 70% of the University budget is devoted to faculty and staff resources. Given this heavy investment in human capital, the question was raised as to whether or not the P&R committee should have a charge related to monitoring faculty and staff development.

Related to point 4 above, a little post meeting research confirmed that there is a Faculty Senate Faculty Compensation Committee which is charged with monitoring selected resources devoted to faculty. Here is a link to a document on the University Governance website titled “The Committee System.” The document lists nine University Senate Committees and six Faculty Senate Committees (and is reproduced here on a separate page for your information). In the document each committee name is a link to a description to the responsibilities and activities of that respective committee.

<http://governance.ku.edu/committee-system>

After thoughtful discussion, the Committee concluded that the current standing charges were broad enough to include issues 1, 2, and 3 raised above, and that issue 4 was in part clearly the province of the Faculty Senate Faculty Compensation Committee. **Hence, it is the recommendation of the Committee that the current standing charges for the P&R Committee be continued in their current form. The P&R Committee also notes the continued relevance of specific charges 1 and 2, and recommends that these two charges be continued for next year.**

<http://governance.ku.edu/committee-system>

## The Committee System

KU governance operates on a committee system under which issues are referred to one of several standing committees of the University Senate (9 committees) or Faculty Senate (6 committees). SenEx writes charges for University Senate committees. FacEx is responsible for appointing faculty to all committees and for writing charges for the Faculty Senate committees. The Student Senate, Unclassified Senate and University Support Staff Senate appoint or nominate representatives of their respective groups to serve as voting or ex-officio members of governance committees.

### University Senate Committees (*faculty, students, staff*)

1. [Academic Computing and Electronic Communications \(ACEC\)](#)
2. [Academic Procedures and Policies \(AP&P\)](#)
3. [Athletic Committee](#)
4. [Calendar](#)
5. [International Affairs](#)
6. [Libraries](#)
7. [Organization and Administration \(O&A\)](#)
8. [Planning and Resources \(P&R\)](#)
9. [Retirees Rights and Benefits \(RRB\)](#)

### Faculty Senate Committees (*faculty only*)

1. [Faculty Compensation](#)
2. [Faculty Rights Board \(FRB\)](#)
3. [Faculty Rights, Privileges, and Responsibilities \(FRPR\)](#)
4. [Faculty Research](#)
5. [Restricted Research](#)
6. [Standards and Procedures for Promotion & Tenure \(SPPT\)](#)

### University Commissions and Boards (*faculty, staff, students*)

Governance is directly responsible for the Judicial Board, and nominates faculty to serve on the Parking Commission and Parking Transit.