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# Annual Report, Arts & Sciences Finance and Service Committee, 2004-2005

Arts & Sciences Finance and Service Committee

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**End of Year Report  
Finance and Service  
2004-2005 Academic Year**

**I. Introduction**

The Finance and Service Committee deals with all matters regarding the finance and general services for the College of Arts and Sciences. These include issues related to budget, salary and benefits, student financial planning, tuition and fees, physical plant, campus safety, bookstore, food service, and personnel, and information technology. During the 2004-2005 academic year, we have dealt with such issues as the work of the staff during the three hurricanes, the salary scale for midlevel exempt employees, the relationship between the offices of Campus Safety and Residential Life, the College budget, health insurance, the IT Master Plan, and a proposal from a special task on faculty salaries.

**II. Issues**

A. Hurricane response

The committee heard descriptions of the work of the staff in response to the three hurricanes that came through our area in the fall. Clearly the staff did an outstanding job of keeping students and staff safe and secure during these events, working with the city to restore power as quickly as possible, and cleaning up the campus after each one. As a result the committee adopted the following statement of appreciation that was read at a faculty September 23<sup>rd</sup> faculty meeting and approved by the entire faculty:

**Whereas:**

- after hurricane Charley, staff members from Facilities Management made enormous efforts to prepare the College for the opening of classes;
- shortly after Charley, Facilities Management staff had to prepare the campus to withstand the fury of Frances and then clean up after she finally left;
- staff members from Campus Safety worked overtime to assure the safety and security of our staff and students;
- under very difficult conditions, the Food Services staff provided food for the staff, students, and community workers during both hurricanes;
- RA's and RCC peer mentors called all new and returning students to notify them of changes in the schedule due to hurricane Charley.
- staff from Residential Life and the RA students did yeoman duty to assure the care and safety of students who were in the residence halls after Hurricane Charley and who had to be moved to Bush during hurricane Frances.

- staff from IT worked many extra hours to assure that Internet connections were maintained and equipment was protected;
- and staff from the President's Office, the Treasurer's Office, the Provost's Office, Student Affairs, the Office of the Dean of the Faculty, the Office of Admissions, the Office of the Dean of the Holt School, Campus Safety, Food Services, Residential Life, Information Technology, and Facilities Management, along with a group of dedicated students, combined their talents and worked together with such good spirit and with a sense of community, even though so many of them faced problems at home due to the hurricanes; the Arts & Sciences Faculty of Rollins College wishes to express its sincere appreciation and admiration for all staff and students who made such Herculean efforts to get us through these very difficult times in such remarkable shape.

B. Mid-level Staff Salaries

A discussion of a study of salaries for mid-level exempt staff by the Human Resources (HR) department was carried out at our first meeting in August. As a result of this study, salary adjustments were made that affected 50 employees. This study revealed that overall our mid-level staff salaries are competitive. During the discussion of this issue, it was revealed that about 50% of the exempt staff has job descriptions. HR is working with athletics to complete descriptions for that department.

C. The College Budget

Don Griffin, Dick James, and Martina Dow represented the Finance and Service Committee at the College Budget Committee meetings during the fall term. There were two meetings of this committee. At the first meeting in September, a preliminary financial model with the initial budget assumptions with respect to income and expenses was presented and discussed. The discussions were open and candid. After further work on the model, it was presented to the Trustees. Then a second meeting of the Budget Committee was held in November. At this meeting a major change in the budget process was discussed. In the past, the budgeted enrollment was set lower than the expected enrollment. The difference provided a surplus that was used for unexpected expenditures. Starting next fiscal year, the budget will be based on an estimate of the expected enrollment. The new budgeting process will require departments to budget more carefully, since there will be no extra funding available. A contingency of 2% of revenue will be put in a reserve fund with the goal of building this fund to 5% over the next few years. With the enrollment figure set, an increase in student retention would allow us to decrease the number of new students admitted and thereby improve the quality of the entering class. The goal is now to begin multi-year budget planning. Meetings will be needed with faculty and staff in order to go over changes in the budget process

and to explain how budgets will be handled in the future. The salary pool for the 2005-06 academic year was set at 4%. Departmental budgets were increased by 3% for the 2005-06 academic year.

At the October meeting, Dave Carson and Bill Short gave the Committee a report on the current financial status of the College. The highlights were as follows: Scholarships are up 9% for Arts & Sciences, 5.8% for Crummer and 8% Hamilton Holt. Most of Hamilton Holt School scholarships come from fund raising. Endowments are up from last year and returns on investments were up to 23.6%. Long-term debt will take a jump due to purchase of 170 W. Fairbanks and Comstock. Funds from the Cornell gift are of course a one-time thing, but they have helped make the financial picture look especially good this year.

D. The Relationship Between Campus Safety and Residential Life

In the spring of 2004, there were some concerns expressed over issues of authority and responsibility between Campus Safety and Residential Life when situations arise in the residential halls. As a result, Dorothy Mays and two students from Finance and Service formed a special task force to meet with Ken Posner from Residential Life and Brad McKown from Campus Safety to discuss these issues. There is a document on the Residential Life Web site that provides detailed instructions to the Residential Life Staff, including when Campus Safety is to be called. Both Ken Posner and Brad McKown stated that the plan now in place is working well. After their discussion with Brad and Ken, the task force reported to the other members of Finance and Service that there was no evidence to indicate that there were any significant difficulties between these two offices with respect to residence hall incidences.

E. Health Insurance

At the February 1 meeting, Maria Martinez reported to the Finance and Service Committee on the new health insurance plan that began on April 1, 2005. The Plan is now determined by representatives from those colleges of the Independent Colleges and Universities of Florida (ICUF) that are participating in the cooperative insurance plan. Therefore, the Finance and Service Committee no longer has a role to play with respect to the choice of an insurance carrier. There is an attempt to encourage more of the ICUF colleges to join in order to lower costs; however, this will reduce even more the authority of the College in the decision making process. It is no longer clear that Finance and Service can play a meaningful role with respect to health insurance.

F. The Information Technology Master Plan

A great deal of time during the 2004-2005 academic year was devoted to the Information Technology (IT) Master Plan. Les Lloyd gave a preliminary report at our September meeting, an interim report at our November meeting and a final report at our February meeting. There was lively discussion at each of these meetings regarding the contents of the Plan. In addition, the IT Master Plan Committee met with faculty groups throughout the year and faculty suggestions were included in the Plan. Finally, Les made a presentation at a regular faculty meeting on the Plan, and answered additional questions from the faculty. The final Plan was also presented to the Board of Trustees and approved by the President and the Vice Presidents. One of the results of this Plan for next year is the creation of a new high tech classroom in Bush 108. Faculty who use this facility next fall will be trained. It will be used to test the effectiveness of such classrooms and to determine whether additional classrooms of this type should be constructed at other sites on campus.

F. Consideration of the Report of the Faculty Salary Task Force

Doug Child has chaired a faculty task force developing a salary policy for Arts and Sciences faculty. He made a presentation of the proposal to the Finance and Service Committee at our November 9<sup>th</sup> meeting and held a colloquium for faculty on November 19. We devoted our meetings on March 29 and April 19<sup>th</sup>, as well as a special meeting on May 4 to this topic. The proposal from the task force consists of four components:

1. Adjust salaries up to a minimum salary line determined from a regression analysis of present salaries.
2. Change the method of calculating the salaries each year to the following;
  - a. Add market increase to base, determined from increase in cost to hire a new Ph.D.
  - b. Add a year of service increase.
  - c. Increase salaries above the base for a given rank by some percentage amount that is dependent on the amount of money available for faculty salaries in a given year.
  - d. Adjust the increments for promotion by the same percentage.
3. Adjust salaries to those of peer institutions.
  - a. Initially use the peer group: Rhodes College, The University of the South, and Furman University, adjusted for the cost of living.
  - b. These salary adjustments could be in terms of merit increases or a fixed increase, based on rank.
4. The Office of Institutional Research should report faculty salary data to the Finance and Service Committee in a timely manner each year. These data should include:
  - a. Scatter plots of salaries by rank.

- b. Values of the starting salary for new Ph.D.'s, promotion amounts, and years of service.
- c. Comparisons with peer institutions.
- d. Other data should include: adjunct pay rates, overload rates, salaries of Library Faculty, salaries of lecturers.

At our meeting on March 29, we discussed a number of issues regarding this proposal; however, our discussion was limited because of a lack of the latest data regarding the current salary structure. It was concluded that it was far too late to try to consider this proposal for implementation during the 2005-06 academic year. Instead it was decided that we should devote our meeting in April to the same topic, with the hope of getting data from the Dean of the Faculty regarding the next year's salary structure. Although the Dean was unable to attend our April 19 meeting, the chair received a memo from the Dean summarizing the results of the adjustments that he has made in Arts and Science Salaries for next year. The contents of this memo, presented at this meeting by the Chair are as follows:

1. The base for beginning assistant professors will be \$46,000, for associate professors will be \$57,000, and for full professors will be \$65,500.
2. The yearly increment for assistant professors will be \$1500, for associate professors on course for promotion to professor it will be roughly \$1000, and for professors with 16 years or less at rank it will be roughly \$1000.
3. After all adjustments were made, each faculty member received a 4% increase in salary and the data above include those percentage increases.

A discussion of the salary structure presented by the Dean, in comparison to the proposal from the Faculty Salary Task Force followed. One of the questions that arose in the discussion at our April 19 meeting was how much it would cost the College to implement the proposal from the Task Force. At the special meeting on May 4, the Dean with the help of Jim Eck, presented data to try to answer this question. He first updated some of the data contained in the Dean's memo presented above. Then he gave estimates of the dollar amount required to adjust all faculty to a salary scale based on (a) minima for each rank with both \$750 and \$1000 yearly increments, and (b) a single minimum equal to the beginning salary of a new faculty member with a Ph.D. and no prior teaching experience, again with yearly increments of \$750 and \$1000. Those estimates are contained within the minutes of the special May 4 meeting.

By the first meeting of the Finance and Service Committee in the fall, detailed salary data should be available to the Committee, including salary as a function of total years of teaching experience. In addition, it was decided that the Committee should address a number of questions

such as: What is the proper role of Finance and Service in developing and maintaining a faculty salary plan vis-à-vis the Dean of the Faculty and the Provost, and what general principles regarding faculty salaries does the faculty support?

### **III. Issues for Consideration by Finance and Service in 2005-06**

There are a number of issues that should be considered by Finance and Service during the 2005-06 academic year:

1. Clearly a decision on the proposal from the Salary Task Force needs to be made next year. If the Committee decides that this proposal, or some modified form of it, should go to the Faculty, it will need to do so early enough for implementation in 2006-07.
2. The President has called for budgeting over a longer period (perhaps three years) and a more open process to determine the principles from which the College budget is developed. The role of Finance and Service in this process needs to be determined. The outgoing chair has discussed this issue with the President, and he would be happy to meet with the Committee to explain his expectations for this process; however, he stated that the Provost needs to be involved in these discussions, since she will be in charge of the process.
3. It has been stated that there is a shortage of classrooms on campus. However, the question immediately arises as to whether we are using existing classroom space as efficiently as possible. The Committee needs to consider this issue, after receiving data from the records office regarding the current use of our classrooms.
4. The Committee needs to determine if their current involvement in health insurance is of any benefit now that representatives from the colleges participating in the ICUF insurance plan make decisions regarding health insurance.
5. Since a new Director of Campus Security has been appointed, the Committee should arrange for a meeting with him early in the fall. He should be asked to report on any changes that are being implemented on campus security for the 2005-06 academic year.