

Summer Advisory Committee Report (2025)

SAC Background

SAC Resolution:

The purpose of the Faculty Senate SAC is to provide the Salisbury University administration with an opportunity to include faculty input and consultation when decisions need to be made during the summer months of June, July, and August when the Faculty Senate does not typically meet (see Faculty Senate Bylaws, Article IV, Section 2).

FS Motion Passed on 13 May 2025

In order to solicit appropriate feedback from the faculty, during the summer, the Administration shall notify the Faculty Senate's Summer Advisory Committee (SAC) and/or the Faculty Senate President in advance of any decisions related to the following essential components of Salisbury University's academic mission: course offerings and class sizes; release time, workload, and professional development funding; and the termination of faculty. Notifications to the FS on these matters must be made in a manner that permits time for proper deliberation among the SAC and the FS President, for consultation with the full Faculty Senate, and with the University Faculty more broadly for actions likely to have substantial consequences.

When possible, the Administration should avoid making such decisions related to the academic mission when most faculty are not under contract (June 16 to August 14), which makes it impossible to convene the FS. If the severity of the situation requires that such decisions be made while most faculty are not under contract, within 24 hours of notification from the Administration or the SAC, the FS President will notify the Faculty of the situation via e-mail, so the Faculty as a whole may contribute ideas and advice to the effort of managing the difficulties being faced.

Regardless of notifications related to emergency decisions, in order to keep the Faculty informed over the summer, within one week of each meeting the SAC has with the Provost, via email, the SAC will distribute notes of the meetings to the Faculty.

Committee Members: Mia Waldron(CHHS); Elizabeth Ragan (Fulton); Anita Brown (Henson); Emily Zerrenner (LIBR); Memo Diriker (Perdue); Brian Flores (Seidel); David Keifer (upcoming Faculty Senate President)

Chair: Memo Diriker **Note-taker:** David Keifer

Meetings with Jessica Clark (Associate Provost & Acting Vice President of Academic Affairs)

- 12 June 2025
- 7 August 2025 (rescheduled from 31July 2025)
- 21 August 2025

Report

The SAC discussed multiple major concerns with the Associate Provost & Acting Vice President of Academic Affairs. A brief summary for each major topic appears below. The details of the discussions

are included in the notes from each meeting that were distributed via the Faculty Senate email to all faculty. Those notes are appended to this report.

the budget

- No decisions beyond those already discussed or presented prior to June were made based upon the budget. Any decisions related to 13 May 2025 motion made during the summer related to the SAC (course offerings and class sizes; release time, workload, and professional development funding; and the termination of faculty) were business as usual.
- SU's financial recovery plan was submitted to the state and SU's plan did not include the cuts to labor (furloughs and layoffs) that were submitted by other USM schools. President Lepre plans to distribute a report breakdown of its budget cuts, by division, during this academic year.
- Reassessment of the state budget may require additional cuts during this academic year. by reassessment of the state budget. To help prepare for that, SU did plan for ~10% cut, rather than ~7% cut. If further budget cuts are not required, funds may be redistributed. Redistribution of these funds or cutting of funds in response to the state budget should be discussed with the Faculty Senate prior to decisions being made.

the Provost's leave during Fall 2025

- Provost Couch will be taking leave during the summer through the Fall semester for personal reasons. The FS extended well wishes to Provost Couch. During this time Associate Provost Clark will assume the lead role in Academic Affairs. Additional reassignments of work will involve administrative staff.
- The reassignment of duties should essentially follow the plan distributed to and by the Faculty Senate. The role of those in Academic Affairs in the Faculty Grievance Procedure needs to be determined and if changes are required, those changes may need to be approved by the Faculty Senate.
- During this time, Provost Couch will be compensated, and Associate Provost Clark will receive a one-time stipend, with no attachment to her base salary. There are no plans to back-fill AP Clark's position.

international education

- As Brian Stiegler steps down as Assistant Provost of International Education, the International Education Committee (IEC), the Center for International Education (CIE), and donor Janet-Dudley Eshbach are being consulted to determine how to proceed. While Provost Couch is on leave, Michelle Stokes, Senior Advisor to the President, will be the point person.

full-time non-tenure track faculty (FTNTT)

- In some cases, prior to Fall 2025, FTNTT had downloads for duties other than teaching, and in Fall 2025 they are not receiving that download and have a full teaching load. Whether those faculty feel they need to or are expected to still complete those other duties may not be consistent. These and other concerns regarding expectations of FTNTT faculty need to be discussed, clarified, and be incorporated into the Faculty Handbook and into FTNTT contracts.
- 13 May 2025, the FS passed a motion involving providing a PIN or compensation for benefits to FTNTT after five years. Consideration for acceptance of that FS recommendation is being impacted by a requirement of a search for a PIN position. The SAC requested that it be made clear what policy and what portion of that policy indicates a search or a search of a specific type must be conducted before a PIN position could be offered to a FTNTT faculty member. A better process is needed regarding what would happen if a FTNTT position begins from an emergency

hire without a search but a search is required to offer a PIN. The FS should work with AP Clark to ensure these concerns are addressed.

contract troubles from Workday

- Problems with Workday continue that significantly delay issuance of contracts, payment, and possibly access to services needed to teach (such a door access) occurred during the previous academic year and in the summer.
Some reported concerns were
 - Some faculty, teaching assistants, and students did not have contracts in place for weeks or months past the beginning of their teaching or other employment duties.
 - Until contracts are processed, employees cannot be paid. This means that people are working for months without receiving payment. This is an employee hardship and can be devastating.
 - Until their contracts are processed, some faculty may be unable to use some SU services (possibly using their SU ID to unlock doors or to access their SU digital accounts).
 - Until contracts are processed, could there be legal concerns for students and/or faculty?
 - These problems continued in the summer with some faculty teaching an entire summer course without having received a contract.
 - Some faculty who were being paid in multiple installments did not receive all installments and were asked to prove they had not received those installments prior to consideration of how these faculty would receive the payments not provided.
 - Departmental administrative assistants had to enter the same contract multiple times, often because the payroll dates were incorrect, and sometimes that was because the projected payment dates had begun before the contract was processed in Workday.
 - On 7 August, it was reported that since 1 May, 1693 contract submissions had been processed in Workday and 1272 of those were canceled and sent back to the beginning because of errors.
 - This significantly increased the workload and stressload of departmental administrative assistants.
- Princely Muro (Senior Business Analyst for Workday Operations) and Sherri Reese (Associate Vice President of Human Resources) discussed Workday contract issues with the SAC and AP Clark. They had been making changes to improve efficiency of contracted processing and they indicated they would consider the concerns discussed and consider further changes.
 - Initially the average processing time of contracts in Workday was 8 weeks. By summer, due to changes, that processing time had been reduced to 4 weeks. The goal is to reduce it to 2 weeks.

Information Technology (IT) changes/policies

- Multiple faculty expressed concerns regarding IT policies which faculty seem to learn about when IT indicates faculty may not do something they wish to do or when IT indicates faculty must relinquish equipment to IT.
 - SAC indicated that FS should be involved in IT decisions that impact faculty.
 - Concerns were discussed regarding possible policies regarding
 - what may be purchased
 - faculty to keeping older computers that do not connect to the internet for research purposes
 - faculty being permitted to have only one electronic device

- IT indicated that they were working with faculty who had these concerns, but SAC requested further discussion.

unsigned Faculty Senate recommendations from last year

- Many recommendations made the FS last year have not had a response from the administration. The new FS webmaster has created a table on the FS website listing all motions passed by the FS last year and the status of the responses from the administration.
- Some of the FS recommendations involve the President and multiple Cabinet members, so those recommendations still need review and discussion. AP Clark will seek to provide responses.
- To help everyone track the progress related to FS motions and recommendations, the FS webmaster will continue the new webpage for this year and investigate the possibility of adding tables for previous years.

professional development funds

- In the past, Provost Olmstead had allocated professional development funding for faculty to the Deans, and each Dean was determining how to allocate those funds. The SAC asked if these funds were still being distributed to the Deans. AP Clark planned to check whether the same amount of funds for faculty professional development were provided to Deans for this year.

saving money through utilities

- Emails had been shared regarding electrical shutdown of some buildings during the summer, and the SAC asked how that had been accomplished.
- Eric Berkheimer, Associate Vice President of Facilities & Capital Management / Architectural and Engineering Services/Capital Projects, identified that portions of some buildings were placed in 'unoccupied mode' meaning that temperatures were maintained in the 70's with dehumidification. He also indicated that there were not plans to continue this in the evenings during normal semesters.
- Questions remain regarding savings by this process as well as how it actually worked because multiple faculty reported temperatures near 85 degrees Fahrenheit in offices and some classrooms and that they believe 'unoccupied status' was standard practice on weekends

list of faculty for Membership and Elections Committee (M&E)

- At the beginning of each academic year, Human Resources (HR) used to provide M&E with a starting list of all faculty. Since SU began using Workday, HR has not provided such a list. AP Clark provided a list for 2025-2026 with most of the information that M&E needs.

revenue generation

- The SAC hoped to spend some time discussing ideas for possible revenue generation, but other discussion items required significant time.

The details of the discussions are included in the notes from each meeting that were distributed via the Faculty Senate email to all faculty. Those notes are appended to this report.

This report is respectfully submitted by SAC member, Anita Brown.

Summer Advisory Committee (SAC) Notes

June 12, 2025, 12:00 pm – 1:00 pm

Meeting on Teams

<https://www.salisbury.edu/administration/campus-governance/faculty-senate/current-committees.aspx>

Present: Laurie Couch, Jessica Clark, David Keifer, Anita Brown, Beth Ragan, Brian Flores, Emily Zerrener, Memo Diriker, Mia Waldron

Notes taken by David Keifer

On the budget

- Remarks from Provost Couch
 - Not much more information available than what we had at the end of the semester. What the divisions of SU submitted to President Lepre was a combination of cuts and prepaids that would achieve our target.
 - We submitted a financial recovery plan to state so far, but that is more of a narrative of what we are planning on doing. Have not yet submitted the full budget to the state.
 - In Academic Affairs, what we submitted to President Lepre was more 03 (operations) cuts than expected, not as much in 02 (contractual) cuts, and some 01 (salaries and benefits for employees with PINs) cuts from people who left that were not backfilled. We cannot really sustain those 03 cuts in the future, so we may need to cut into labor in the future.
 - Board of Regents (BOR) meeting on June 13 being livestreamed, at which all USM schools will get into detail with their budget plans. SU is one of the only schools with no plans to cut labor. President Lepre wants to get through that meeting to see BOR's reaction to our plan before sending out a report to campus in case things need changed.
 - If that plan for fiscal year 2026 is accepted, we would have prepaid ~\$1.5 million at the end of fiscal year 2025, and the rest comes from cuts.
 - We will hear from VP Edenhart-Pepe probably in the week of 6/16 to see if President Lepre thinks our plan will be approved at the state level.
 - Academic Affairs overall made out pretty well without drastically changing what we do. Other areas had more severe plans to cut.
- Questions from SAC members
 - Are any contracts not being renewed for FTNTT faculty or adjuncts?
 - Provost Couch: All FTNTT contracts renewed for FY 26, but not all for FY 27. This is for a variety of reasons, but it's all fairly standard operations. Several possible reasons: we are hiring tenure-track and therefore no longer need FTNTT; performance issues; made recent hires for large classes that we will not need in future; etc.
 - Provost Couch: Some adjunct contracts not being renewed. In some cases, adjuncts who thought they would not have contracts renewed have been asked

to come back. This is in part because there was a last-minute enrollment push to bring in about 80 more students, although they are generally not the most academically prepared. They're being required to take a prep course.

- If people are not having contracts renewed, have they been notified?
 - Provost Couch: Yes.
- Are FTNTT paid out of 01 or 02 budgets?
 - Provost Couch: 01 if they have a PIN; 02 if not.
- How is enrollment looking?
 - Provost Couch: Up about 1%, it seems. Good number of honors students. Graduate students are starting to pick up, but still not great. Transfer numbers are low. First-year student numbers pretty good.
- Will we still get a report of what each division is cutting from 01, 02, and 03 to show shared sacrifice? This could help the perception that Academic Affairs is taking the huge brunt of the cuts.
 - Provost Couch: It is President Lepre's plan, once things are finalized. Some other divisions are making serious changes. Student Affairs had even proposed to cut more to help out academics.
- Is Academic Affairs still pretty much where it was budget-wise at the end of the semester?
 - Provost Couch: Yes. In fact, some classes have even been added. Some of the 02 cuts had to be reinstated.
- SU is very fortunate that we haven't had to do a lot of cuts to labor, unlike many other USM schools. Will we need to dip more into labor cuts with upcoming cuts in fall?
 - Provost Couch: This is a possibility. Hard to say what we can do there right now until we know what those further cuts are. Could trim 02 budget more by raising class caps and reducing adjuncts. We could think about voluntary separation program, transitional terminal leave agreements, furloughs, layoffs, closing programs, etc., if necessary.
 - Provost Couch: Also, BOR has allowed layoffs and furloughs, meaning that universities could do those without first requesting permission from BOR. Still has not allowed voluntary separation, so we would need to get approval from BOR first. People taking voluntary separation will help to avoid forced layoffs.
- Comment: When the now-defunct Strategic Planning and Budget Committee (SPBC) was deliberating current strategic plan, there was notice of upcoming 'demographic cliff.' There was a debate about 'right-sizing' the university to deal with budget cuts and future demographic changes. This may need to be considered.

On the Provost's leave

- Provost Couch: Taking leave for personal reasons. A lot of transitional organization and work happening. This will likely be the only SAC meeting I attend this summer; Associate Provost Clark will attend.
- Questions from SAC members

- Comment: We extend our sympathies and are willing to help out how we can. We also extend our gratitude to Associate Provost Clark for picking up this work.
- How will this leave affect faculty work, processes, and communication avenues?
 - Provost Couch: Not much should change; Associate Provost Clark is well-prepared to take things over smoothly. The way faculty deal with grievances might change. Trying to figure this out. Associate Provost Clark used to deal with it; now trying to find someone else to do that work.
- Faculty Senators have received a list from President Lepre of responsibilities that Provost Couch continues to hold and responsibilities that have been delegated to Associate Provost Clark. Can we send out that list to faculty to help faculty understand who will do what?
 - Provost Couch: Yes, that's fine, although the list is not yet exhaustive.
- How is this affecting budget? Are there increases in salary of Associate Provost Clark, Michelle Stokes, and any others who are picking up more work or who are being reassigned work? And is Provost Couch receiving her full salary during leave?
 - Associate Provost Clark: Will receive a nominal stipend for the extra work. Not a permanent increase in base salary.
 - Provost Couch: Not sure about Michelle Stokes.
 - Provost Couch: Will still be receiving salary while on leave.
- Question: People are hopeful that Associate Provost Clark, VP Hall, etc. will not need to take on too much and get in a bad situation. Will we need to hire new people to backfill some of these shifting responsibilities?
 - Provost Couch: Michelle Stokes will not be backfilled. She is a special projects person, and this will be her special project.
 - Provost Couch: We do not believe anyone will need to be hired to backfill Associate Provost Clark's responsibilities. However, we will need to figure out who will deal with grievances.
 - Associate Provost Clark: People such as our General Counsel and our AVP of Institutional Equity are figuring out how to handle the grievance issue. These discussions will likely involve the Academic Freedom and Tenure Committee and the Faculty Welfare Committee. The plan is to reassign work to do so, rather than hiring someone new.
- Question: Because the grievance process is included in the Faculty Handbook, we may need to be sure that the altered process is established properly by ensuring the Provost's Office works with the Faculty Senate, or for now, the incoming Faculty Senate President. Is there some kind of messaging we can do regarding grievances to make sure people are aware of how things would change from what's in the Faculty Handbook?
 - Associate Provost Clark: Perhaps. Faculty Handbook needs changed anyway because it still says Assistant Provost for some things that are now done by the Associate Provost.

On contracts

- Questions from SAC members
 - What's status of Workday problems with contracts for faculty, students, and possibly staff? Have still been hearing of some problems as recently as a month or so ago, although they may have been resolved by now.

- Provost Couch: Unaware of people still having issues. Send Tara Smith and me a message with particular people having issues, if they are known.
- Provost Couch: We are still having operational problems with Workday. Having trouble marrying application process with hiring process.
- Provost Couch: Trying to work on a calendar to get adjunct contracts dealt with earlier. Trouble is that if people are teaching in summer, we can't get fall contracts ready in Workday because it can only handle one contract at a time.
- Associate Provost Clark: Can't write contracts for June work in Workday because faculty are still on contract until 6/15.
- Is Workday's two-contract issue why people teaching right now in summer don't all have their contracts? We used to get a contract before we started teaching that outlined how much we would get paid after determining number of students after drop/add. Aren't there liability issues with people teaching in summer before getting a contract?
 - Provost Couch: Yes, not being able to process contracts until 6/15 is the trouble here. Haven't found a great solution to this problem yet, except to send a letter ahead of time saying what the contract will be. Contracts will be back-dated, so that might help with liability. Will check with Karen Treber.
- Were faculty teaching in summer informed ahead of time about these contract issues?
 - Associate Provost Clark: This is the first time it was an issue at this scale, so it was unanticipated.
 - Provost Couch: Department administrators were aware of how contracts would work, but they have perhaps not made faculty aware.
- Comment from SAC member: I was able to sign a contract for summer this morning, but it seems that it cannot go all the way through Workday until 6/15.
- A question on Memoranda of Professional Expectations (MOPEs) (or MOUs in some units) for FTNTT faculty: Some MOPEs mention being able to serve on the Forum, which is archaic? How can these be updated?
 - Provost Couch: These are customized at the department level, so that can be fixed at that level.

On international education

- Question from SAC member: What's going on with Center for International Education (CIE), given that Brian Stiegler is stepping down as Assistant Provost of International Education?
 - Provost Couch: Still working it out. Provost worked with CIE staff and International Education Committee to get their views on how to move forward. CIE staff are interested in continuing to use their expertise. Need to consult with Janet Dudley-Eshbach because she's the main donor, although she doesn't make the decisions. Michelle Stokes will be the point person in the administration while Provost Couch is on leave.

On time-to-PIN for FTNTT faculty

- Question from SAC member: Regarding Senate's motion on FTNTT faculty getting benefits after 5 years. Is there a requirement to have a search, from a legal standpoint? Can we work with Associate Provost Clark to figure this out before the next SAC meeting?
 - Provost Couch: Karen Treber and new head of HR are trying to figure out this FTNTT benefits issue.

On revenue generation

- Question from SAC member: Do you think it would be useful for SAC to look at long-term solutions on the additional revenue side? If so, it can go on agenda for next meeting.
 - Provost Couch: Yes, we have summarized the work of the Ad Hoc Budget Advisory Committee in a report. Their suggestions can help some, but most of them are not huge money makers. Getting other ideas from SAC would be helpful.

Summer Advisory Committee (SAC) Notes

August 7, 2025, 10:00 am – 11:00 am

Meeting on Zoom

<https://www.salisbury.edu/administration/campus-governance/faculty-senate/current-committees.aspx>

Personnel present: Jessica Clark, David Keifer, Elizabeth Ragan, Brian Flores, Memo Diriker, Anita Brown, Emily Zerrenner, Mia Waldron

Notes taken by David Keifer

***Why there was no SAC meeting in July:** The meeting originally scheduled for July 31 was rescheduled for this date. Dr. Clark was traveling back from Baltimore and was caught in a storm, preventing a stable internet connection to attend the SAC meeting.

***Format of today's meeting:** The SAC had sent Associate Provost Clark a list of questions before the meeting. Associate Provost Clark's remarks below are in response to those questions.

Contract troubles from Workday

- Summary of SAC questions on this topic: What is the status of delays in faculty contracts getting processed as a result of Workday? What can we do to minimize contract delays? Are there legal risks for faculty teaching over summer or winter without a contract in place (particularly in labs)?
- Remarks from Associate Provost Clark
 - Since May 1 of this year, 1,693 contract submissions have been processed. 1,272 were sent back due to errors, such as late submission of contract details.
 - HCMAIs (human capital management action initiators) are employees authorized to initiate contracts. We have 162 HCMAIs at SU as of last week. Workday is constantly changing, so keeping all of these people trained on updates is very difficult. It might be worthwhile to cut down on these numbers so that training is easier.
 - Business managers for each of the academic schools have differing roles. Some are doing all of the school's contracts, and some are not. In spring, there was a push to homogenize those positions some and provide more opportunity for training and development, and make data more consistent. But it is difficult to do that because each school has different needs.
 - Some of the HCMAI duties are going to business managers rather than having so many people who need to constantly have updated training.
 - We have to figure out the best way to get info to HCMAIs to minimize errors.
 - Reporting structure also needs to be figured out. Right now, some business managers report to their schools, but some (Henson and Seidel) report to Provost's Office because they're newer positions.

- In response to the liability question about teaching with no contract: SU's General Counsel, Karen Treber, has said that this is not an issue for faculty. Even for 10-month faculty teaching over the summer, those faculty are employees of SU for the full year. Therefore, they are still legally covered by SU. Will need to look into whether students working without a contract are legally covered.
- Can use some help from Faculty Senate to figure out what the needs are for faculty so that we can improve Workday.
- Follow-up questions and comments from SAC
 - One SAC member's previous contracts have had so many errors that a contract for Summer I has not been issued.
 - Associate Provost Clark: Everyone will be paid. It is of course a problem that so many contracts have not been done on time.
 - SAC member has heard of an employee's benefits package being changed throughout the contract process, students being asked to do a job that requires handling chemicals before a contract was finished, employees receiving contracts with incorrect amounts of money, and contracts having to be restarted from scratch if an error is found.
 - Associate Provost Clark: Will need to look into some of these cases. Right now, there is only one person checking dollar amounts of contracts for all of Academic Affairs. It might be useful to have Princely Muro (Sr. Business Analyst for Workday Operations at SU) come talk to SAC because he knows more of the details of Workday.
 - From the perspective of many faculty, it seems like there has been no improvement on the Workday front since it was rolled out last year.
 - Associate Provost Clark: The processing time for getting a contract going after a new hire has been cut in half, from 8 to 4 weeks. That still is not very fast, but there is some evidence that Workday issues are lessening.
 - Associate Provost Clark: Training and office hours for HCMAs are increasing, but things change so fast with Workday that it's hard for all HCMAs to stay updated.
- **Appendix at end of document:** After the SAC meeting, Associate Provost Clark sent SAC some more detailed info from Princely Muro (Sr. Business Analyst for Workday Operations at SU) on Workday issues and steps taken to mitigate those issues. This info is appended at the end of these meeting notes.

Budget

- Summary of SAC questions on this topic: Anything more known about potential cuts in the fall? Can we get report of each division's cuts before the fall semester begins? Why was SU's state allocation cut by ~10% when the chancellor said the cut to USM was ~7%?
- Remarks from Associate Provost Clark
 - FY26 budget FAQ is available at <https://www.salisbury.edu/fy26budget/>

- It has been updated more recently than April 29, which is what the page currently says.
 - Regarding more cuts in fall: Nothing specific known yet. Maryland FY 26 budget contains a trigger that would necessitate a special session of the legislature in September if federal cuts lead to state losses of \$1 billion or more. If that happens, state budget will be reassessed, which could lead to mid-year cut.
 - Regarding the ~10% cut rather than a ~7% cut: The forecasted budget cut that Administration & Finance landed on was ~10%, so budget cuts were based on that number. Actual cut ended up being ~7%. So we have contingency funds already planned for if we are hit with another ~3% cut.
- Follow-up questions from SAC members
 - If only a 7% cut was needed, but we cut 10%, that sounds like we cut more than we needed to. So if there is *not* a further cut, have we lost important stuff that we didn't need to lose?
 - Associate Provost Clark: President Lepre recently sent email that if there is not a further cut, then money will be redistributed back to where it came from.
 - SAC member: If there is no further cut, how will it be decided how to redistribute funds that we did not need to cut?
 - Associate Provost Clark: Not yet known. Faculty Senate would need to be a part of those discussions. The most likely outcome is that further cuts are coming.
 - Many faculty felt last year that budget decisions were sprung on us, leaving us to react rather than to proactively help make decisions. Faculty are worried it will be like that again. For example, at least one Dean just told chairs that they were told that Associate Chair positions have to be cut.
 - Associate Provost Clark: Each Dean decided what was essential vs non-essential for their school. Regarding Associate Chairs: Not sure if Associate Chair stuff was taken out of budgets consistently by all Deans. (Update after meeting from Associate Provost Clark: Funds for Associate Chairs were removed from each academic school's budget.) We have more Associate Chairs than we used to have, and compensation was only recently added.
 - SAC member: Wasn't a course release the traditional way of compensating Associate Chairs, and then it turned into a stipend because Provost Couch wanted to stop course releases?
 - Associate Provost Clark: We may need to revisit that and go back to the old model, but there are concerns about equity with the course release model.
 - Associate Provost Clark: Looking at the bigger picture, there was a reticence to share things last year because people weren't sure what they could share. I want to improve transparency and keep Faculty Senate informed, which should help faculty from feeling sprung on.

Professional development funds

- Summary of SAC questions on this topic: Does the Provost's Office still allocate professional development funds for each faculty member?
- Remarks from Associate Provost Clark
 - In 2019, Provost Olmstead sent that allocation down to Deans, so it has not really been an allocation from the Provost's Office since then. It is instead a line item in each Dean's budget.
 - The funding is still there, but each academic school may decide on how to use it differently. There is also still funding through the Faculty Development Committee and the SU Foundation.
 - There was some discussion last year about centralizing professional development funds in the Provost's Office. There are pros and cons to that.
- Follow-up questions and comments from SAC
 - So the professional development money is allocated differently than it used to be, but is it still a comparable amount of money?
 - Associate Provost Clark: It likely is, but we will need to check the numbers to know for sure since it is no longer directly from the Provost's Office.
 - Faculty could be doing more to ask conference organizers, for example, for discounts or waivers to cut down on amount of funding needed for travel.

Grievance procedures

- Summary of SAC questions on this topic: Has the temporary distribution of duties for Associate Provost Clark and Provost Couch been finalized, including their roles involving grievances?
- Remarks from Associate Provost Clark
 - The grievance process has not been figured out yet. It is on President Lepre's and VP Hall's radars still.

Saving money through utilities

- **Appendix at end of document:** Before this meeting, SAC had sent some questions to Associate Provost Clark about the decision to reduce utility use in certain buildings over the summer. We did not get to that question during the meeting. Associate Provost Clark sent SAC a response from Eric Berkheimer (Associate Vice President of Facilities & Capital Management) after the meeting. This response is appended to the end of these notes.

***The following topics were not provided to Associate Provost Clark in advance of the meeting.**

IT possibly changing policies

- SAC member: Faculty often assume that they cannot do anything outside of IT's normal practices because IT will not allow it. A few examples regarding faculty research...
 - IT will only allow faculty to purchase computers that IT prefers, even for research.
 - Software that faculty need for research might not work on Windows 11. Updated software is prohibitively expensive or may not exist. In the past, we could convert old computers to 'appliances' (meaning internet access was removed from the computers) so we could still run old programs, but some faculty have been told this is no longer allowed.
 - IT is now saying each faculty member can only have one device. They have said that faculty should move their laptop from their office to the research labs to allow students to run scientific instruments, rather than having a separate computer for instruments.
- SAC member: Shouldn't Faculty Senate have been involved in these types of decisions, given that faculty research is being affected?
 - Response from another SAC member: At another institution, we made an agreement that IT would not implement any new rule without consulting with the faculty ombudsman.
- Associate Provost Clark: These issues sound problematic. I will look into it.

Faculty list for M&E

- SAC member: M&E needs full list of faculty for committee elections to make call to everyone and allow people to vote. HR says they can no longer send M&E a list due to Workday. What's happening now?
 - Associate Provost Clark: It's easier for me to do it, so ask me instead of HR.
- SAC member: Why can HR not provide list?
 - SAC response: Outside of normal processes, so need layers of approval.

Contract Issues (Appreciation to Princely Muro for providing these details)

1. A majority of the delay reasons that we have observed has been caused due to late contract submission by the HCMAIs, mistakes during the contract initiation process that leads to process send backs by the HCMAIs, lack of approval timeliness by those involved in the approval process, lack of electronic contract signatures by the employee in a timely fashion and employees not completing their background check and fingerprinting prior to process initiation. To help improve the timeliness of the contract process we have done the following:
 - a. Reduced process workflow processing time by 50% since implementation of Workday (contract processing time down from 8 weeks on average to 4 weeks on average), accounting for delays in background check, approvals and errors requiring send backs and corrections.
 - b. Conduct weekly open office hours to all HCMAIs to answer any question or concerns they are experiencing tied to Workday, key updates made and best practices
 - c. Created and published up-to-date detailed walkthroughs, job aids, and helpful hints to all HCMAIs, available on the SU Workday website
 - d. Published Workday and Payroll processing calendars to provide transparency and expected timelines when it comes to process submission to expected completion
 - e. Hosted double-digit group training sessions since 4/15/2025 for all HCMAIs to thoroughly detail and go through all contracting processes in Workday
 - f. Conducted ad-hoc 1 on 1 training sessions with HCMAIs that request it or required it due to unique situations
 - g. Launched the HR/Payroll/Academic Affairs ticketing system with a 24-hour SLA to quickly and efficiently address any questions and issues raised tied to

Saving money through utilities (Appreciation to Eric Berkheimer for providing these details)

- **Multiple buildings during the summer had AC and overhead lights completely shut off. Do we know how much this has actually saved so far? Could you discuss measures taken to avoid problems related to this decision? For example, were faculty and staff displaced; were there concerns regarding temps; humidity; lack of foot traffic (vermin, computers, etc.)?**
 - The AC was not completely shut off in these buildings.
 - Portions of certain buildings were set to what Facilities calls “unoccupied mode” – based on occupancy data over previous summers and input from the Deans.
 - Temperatures were maintained in these areas at mid-to-high 70s and were still dehumidified. The buildings were still monitored daily by Facilities staff.
 - Employees working in these spaces were provided with alternative working locations on campus (sometimes within their own building, sometimes in the GAC).
 - For areas where there was specialized equipment, temperatures were maintained at a safe level to protect sensitive equipment.
 - As far as savings, it is too early to say. We’ve had a hotter summer than last year, but still expect this process to have provided very valuable information to our Facilities team on how to make adjustments for next year.
 - Utility data usually has a several month lag time depending upon the provider. It will take us time to evaluate and compare that data to past years once received.
 - It should also be noted that comparing utility usage against previous years will not be apples-to-apples as summer camps and conferences return to normal levels post-pandemic.
 - The number of variables makes it extremely difficult to come up with an accurate number.
- Are there plans to do something similar after 5 pm in buildings during the Fall and Spring semesters?
 - No.

Summer Advisory Committee (SAC) Notes

August 21, 2025, 12:00 pm – 2:00 pm

Meeting on Teams

<https://www.salisbury.edu/administration/campus-governance/faculty-senate/current-committees.aspx>

Personnel present: David Keifer, Mia Waldron, Beth Ragan, Brian Flores, Emily Zerrenner, Anita Brown, Jessica Clark, Memo Diriker, Princely Muro*, Sherri Reese*

Notes taken by David Keifer

*Dr. Reese and Mr. Muro were present for half of the meeting to discuss contract issues in Workday. They were not present for the other topics.

Unsigned FS recommendations

- SAC member: Many recommendations from Faculty Senate went unsigned by the administration last year. What needs to happen to get those signed?
 - Associate Provost (AP) Clark: Provost Couch said she would be responding to them this summer, but not sure where that stands currently. AP Clark has been reviewing them. There are also some outstanding recommendations from the previous year involving Faculty Handbook updates.
 - SAC member: AAUP people have reached out regarding things that Faculty Senate passed but that have not yet been implemented.
 - AP Clark: Some recommendations included President Lepre or Cabinet members, so will need to review with them to know where they stand. Side note: this spring, President Lepre expanded Cabinet to include more voices (Deans, AVPs from other divisions, etc.) to get more complete flow of info. Cabinet met every two weeks; extended Cabinet met on off weeks. Should be able to talk about these unsigned recommendations at one of the first meetings.
 - SAC member: Some recommendations from last academic year seemed to ruffle feathers (some combination of the motions passed on March 11 and March 25 to request salary and PIN data, request regular budget updates, and request justification of administrative positions). Faculty are very invested in budget information right now, so it is important to get those things signed. We should try to talk this through with the people these recommendations went to.
- SAC member: New Faculty Senate Webmaster has created a table on the Faculty Senate website showing a list of all motions passed last year and the status of the recommendations. This should help keep track of what still needs to be worked on:
<https://www.salisbury.edu/administration/campus-governance/faculty-senate/motions-and-recommendations.aspx>
 - AP Clark: Incredibly helpful. It would be helpful to have similar tables for previous years, although it would of course be time-consuming. Would the Senate Webmaster accept help in creating tables for previous years?

- Faculty Senate Webmaster: Possibly. Creating one for the 2023-2024 year might be feasible, but going back farther might not be feasible during the academic year, even with help.
- SAC member: How much authority do you have this semester? Does Provost Couch need to give the go-ahead for you to sign things, or do you have autonomy to do what you think is best?
 - AP Clark: President Lepre has granted me autonomy this semester, but I still want to be respectful to Provost Couch's views.

IT possibly changing policies

- SAC member: There are departments where faculty require older computers for their research activities, but this used to be okay because they were 'appliances.' Now, IT is trying to take them.
 - SAC member: IT will allow you to remove hard drives and put in new computers so you do not lose data.
 - SAC member: But you would have to have extra, Windows 11-compatible computers to do that, and that would limit number of computers we have for research.
 - AP Clark: We can work with IT to figure this out.
- SAC member: IT is now saying each person can only have one device, the laptop. But the laptop is not a touchscreen, so it can't do everything we need. So we need to be able to have more than one device.
 - AP Clark: I have gotten a response from IT about some of the issues SAC brought up at the previous meeting. I just shared this response with SAC. May need to bring some of these issues to Extended Cabinet so that CIO can hear about how this is affecting people.
 - SAC member: SU's Governance Consortium has an Information Technology Committee. Shouldn't they meet to deal with some of these issues?
 - AP Clark: That committee hasn't been meeting, but its possible usefulness came up last year with the Teams/Zoom decision. It'll come up with AI as well. FS should be involved in these conversations.
- SAC member: Many of IT's policies might make sense one-on-one with CIO, but they don't make sense as an umbrella policy. IT is a service. They should help us figure out how to get done what we need to get done, rather than us needing to adapt so much to what IT wants. Also, there's a communications gap. Individually, IT workers are very helpful. At the big picture level, a lot of it comes across as IT telling us how things are going to be, rather than working with us.

FTNTT loads

- SAC member: What is going on with FTNTT loads? Are they increasing across campus, or just in certain schools?
 - AP Clark: Has to do with guiding principles. Faculty Handbook says 7-8 courses per year, which adds up to 24 credits because Handbook is based on 3-credit courses. Loads were

increased across campus to get to 'full load.' Not sure how it was communicated to FTNTT faculty, but it was included in their contracts for this year.

- SAC member: Were loads actually increased across campus, or were some FTNTT faculty in some schools already at full load and those in other schools had to be brought up to full load?
 - AP Clark: Most FTNTT faculty were at full load, but some had a download. The goal was to get all FTNTT faculty at full load.
- SAC member: Does 'full load' mean 4 courses per semester, or is it based on a certain number of credits?
 - AP Clark: Difficult to give blanket 'yes' or 'no' because each school does things differently. For example, clinicals in CHHS and labs in Henson 'count' differently than most other courses.
 - SAC member: In Perdue, mostly 3 credit per class, so most FTNTT faculty teach 4 classes per semester. But some Perdue FTNTT faculty are hired with other duties and therefore receive a course download, so they may only teach 3 courses per semester.
- SAC member: If an FTNTT faculty member were teaching 3 courses per semester instead of 4 because they were given a course download to perform some other duty, and they were brought to 4 courses to get to a 'full load,' do they still have to do that extra duty?
 - AP Clark: There would need to have been a new contract in that case to address what would happen. Will need to find out how those contracts were set up.
 - SAC member: In CHHS at least, the new contract said that they have an extra course, and they have to do at least part of the extra duty, leading to an increased workload
 - SAC member: And if they don't sign the contract, they're out of a job. So it isn't much of a choice whether or not to accept the increased workload.
- SAC member: In CHHS, an FTNTT faculty member's course load is different depending on whether they are teaching undergraduate or graduate courses, yet some FTNTT had their course loads increased, without accounting for the fact that they were teaching graduate courses.
- AP Clark: On the other hand, there are some faculty who have a course download because they had extra duties, but they continue to teach fewer classes even though they no longer have those extra duties. It seems inequitable for them to still teach a smaller load.
- AP Clark: Faculty Handbook probably needs some clarity on some workload stuff because it was written on 3-credit model, and now most schools at SU are on 4-credit model. We're still aligned with USM, but workload is not always clear.
 - SAC member: A report is incoming from the Promotions Committee to rework some of the workload part of the Handbook. We'll need to make sure their suggested updates are clear for both 3-credit and 4-credit models.
- AP Clark: There was a Faculty Senate recommendation from 2023 giving guidance on how Handbook needs updating. Should keep that in mind as well, although it is a big lift for right now.

- SAC member: Faculty Handbook might not be our friend in some cases because of some inconsistencies. It may be worth investing in fixing it now to avoid those potential problems.
 - AP Clark: Agreed.
- SAC member: In the future, FTNTT contracts should include specific language straight from Handbook to help clarify their jobs. We can't expect faculty to navigate the huge, complex Faculty Handbook to understand every detail of their jobs.
 - AP Clark: Agreed.

Search requirements for FTNTT

- SAC member: It is not clear to me from SU or BOR policy whether FTNTT faculty must have undergone a search at some point before getting a PIN line. Is there an updated understanding of this?
 - AP Clark: We can do emergency hire with no search, but need search before PIN. BOR policy says each institution needs to craft their own policy.
 - SAC member: I looked extensively into BOR policy, SU's HR policies, and Faculty Handbook policies, and I don't think it clearly says that a search is required before a PIN.
 - AP Clark: Need guidance from Maryland Attorney General, perhaps.
 - SAC member: Two different issues: PIN and search. We right now have FTNTT faculty who have been working here successfully for years, and then they're told for the first time that their position needs to undergo a search. If they are not chosen through that search, they lose their jobs. May be legal repercussions.
 - SAC member: It seems that decisions are being made based on this alleged policy of a search being required, but in a Senate meeting last year, the administration and several Senators could not come to an agreement that a search truly is required according to existing policy. We need to get this figured out sooner rather than later.
 - SAC member: I am not even taking a stance on whether searches are required. It just needs to be clear to everybody in advance and throughout the whole process.
 - SAC member: Assuming a search is required: If someone's hired on emergency basis, why not do search next year instead of waiting 6 years?
 - AP Clark: PIN comes after 6 years, so waiting for that.
 - SAC member: Still could do search early so those faculty aren't waiting around. It's so hard to be here for 5 or 6 years, and then get letter saying you're no longer employed unless you are selected through the search.
 - AP Clark: The six-year thing to PIN was probably to align the timing with tenure.
 - SAC member: Equity issue with benefits. Sometimes FTNTT faculty are here six years and still don't get benefits because no PIN is available.
 - AP Clark: Need to see where that conversation was left.
 - SAC member: In CHHS, FTNTT faculty are often hired on an emergency basis, so they did not undergo a search. But now there is a hiring freeze, so they *cannot* go through a search. So what can we do in that case?

- AP Clark: There was a motion passed last year regarding time-to-pin for FTNTT faculty. Still in talks with VP of Administration and Finance about that.

Saving money through utilities

- SAC member: Response from Eric Berkheimer (Associate VP of Facilities & Capital Management) to SAC notes from 8/7 indicated that Facility Services seems to think that temperatures in buildings over summer stayed in upper 70s. Empirical data collected by faculty shows that many offices and rooms were in mid-80s in multiple buildings. Perhaps Facility Service's central temperature measurements do not account for differences between rooms.
 - SAC member: That response from Eric Berkheimer also said there were no plans to continue with high temperatures in buildings over nights and weekends, but it's my understanding that that's a longstanding policy, even during the semester.
 - SAC member: Labs, archives, etc. need to be kept at certain temperatures. Labs often have been kept at lower temperatures, but not always. For example, Devilbiss has labs that *need* to be at certain temperatures, and faculty were told to move temperature-sensitive equipment and chemicals to Henson, with little notice. Faculty should have more say in these decisions.
 - AP Clark: Will look into this.

Contract troubles from Workday

- Sherri Reese (Associate Vice President of Human Resources) and Princely Muro (Sr. Business Analyst for Workday Operations) were introduced.
 - AP Clark: Mr. Muro collected some info for us that was sent out after previous meeting. Dr. Reese is here to hear about the problems in Workday from the faculty perspective.
- SAC member: Faculty and administrative assistants (admins) have both been bringing up how unforgiving Workday is with errors. Contracts need totally redone if there is an error or if a deadline is passed. I've worked with Workday at other institutions, and it was never so bad. Not sure why it is so bad here.
 - Mr. Muro: Part of reason Workday has been tougher is because 5 USM schools have to use this, and it has to be fit to all 5 schools. We need to get better info on where the hang ups are. Many people are involved within each contract; it can be tough to get everyone on the same page. The time between a person being offered a position and having a contract in place has been reduced from 8 weeks to 4 weeks since Workday was introduced at SU. But still aware that there's a lot of room for improvement. Should be able to get down to 2 weeks.
 - SAC member: In summer, many faculty are not on contract. They might receive email that they need to take action on by some deadline, and they don't see it in time.
- SAC member: We appreciate improvements that have been made. Admins are still having a lot of trouble. We are told that people should not work when they're not on contract, yet contracts for faculty when they are paid on a per-student basis (such as for summer or for an internship coordinator) don't come out until after add/drop is over. It's a catch 22. Some department chairs want to go back to paper until this is taken care of.

- Mr. Muro: We can work to accommodate that. We can potentially figure out something, such as having faculty sign something outside of Workday until Workday contract comes through.
 - SAC member: Admin assistants reporting that they have adjunct faculty (and perhaps FTNTT) who don't have contract until they know how many students they have. But then those adjuncts don't have access to offices and stuff. Need to make that process flow better.
- SAC member: Some contracts get kicked back many times, often because of pay periods on contracts being passed before contract is done. When this happens, the contract gets kicked back to admins to start all over again. Is there a way for that pay period date to get changed if the contract doesn't get processed quite in time? That would free up a ton of time for admins.
 - Mr. Muro: We're working with admins to make things as smooth as possible. The main culprit is indeed dates. We are trying to provide dates beforehand and give enough time to deal with errors and stuff before the deadline passes. We are working to fully flesh out pay periods over full academic calendar to help admins pick the right dates. Also advising admins to pick one set of dates across activity period, rather than having to pick several distinct dates (pay period, start date, etc). This should help starting in fall. Offering multiple training sessions and resource pages on SU website and weekly office hours. Also available through email or ticketing system.
 - SAC member: Trying to clarify what dates to choose is good, but if there is a problem with the dates, and it gets up the chain, wouldn't it be better if it could just be fixed at that level rather than having to restart contract?
 - Mr. Muro: Whether or not we can change dates in HR depends on the timeline. HR can fix erroneous dates in the process if it is before the actual contract is generated, but HR has to send it back in the process if it is after the contract is generated. Ideally, we will be able to send back just that one piece so the whole contract does not need redone.
 - AP Clark: Can we make date selection more infallible? Vast majority of academic contracts are for certain things. Can we make it so that if you select a certain contract type, the proper date range is auto-selected?
 - Mr. Muro: Can check to see if that's possible. Could be a good idea.
 - SAC member: Admin assistants have also had trouble with knowing what type of contract to select, in some cases.
- SAC member: Admins have reported that they've been told to use ticketing system and not to reach out over phone or email. For office hours, admins have said that there's one office hour a week at a certain time, so they might be unavailable at that time. For trainings, admins have said that training sessions are designed to be for *everybody*, but they think that targeted training or Q&A for individual groups could be more useful so what they're hearing applies to them. Admins also say that ID&D-like videos would be helpful to show tutorials for each Workday process.
 - Mr. Muro: About videos: We are working on that right now and have mapped out our videos about every piece of process. Each video will be in the range of 30 seconds to 5 minutes. More frequent office hours and targeted trainings will be helpful, so we will implement that. We will also better communicate when to submit ticket vs when to

reach out via call or email. One good thing about ticket is that multiple sets of eyes in HR get on it. Also makes it easier to loop people in from payroll, IT, etc. Also gives ability to archive those issues so it can be referenced in future issues. But phone calls or emails can be more efficient for small issues.

- SAC member: In BEACON (Business Economic and Community Outreach Network), sometimes graduate assistants coming on F1 visas had problems. They were almost never paid on time. Not sure if still an issue. At the time, Towson and College Park weren't having issues, so what is different here? Part of the problem was that the students needed a SSN (social security number) but did not have one yet. At other schools, they used to be assigned temporary SSNs to expedite the process.
 - AP Clark: This has not fully been resolved. Maybe Dr. Reese can help explain why this is required – she had just sent an email out that helped me better understand.
 - Dr. Reese: USM has told us not to assign a temporary SSN. The reason SSN is required is because it must be submitted to system to get contract, but then it's troublesome if they don't have SSN yet because they're not supposed to work without contract. We can do better to communicate best practices to international students. They can, for example, go to Social Security office at a specified, ideal time so they have SSN on time. So 'start date' should be whatever date they get their SSN.
 - SAC member: An added complication is that with F1 visa, they can only be here 30 days before contract starts, so it all needs done in a short timeline. Also, for financial reasons, they often can't be here 30 days without working. Perhaps we can get someone here to set their Social Security appointment date to be on their arrival date.
 - Dr. Reese: Need to watch out having someone else make a Social Security appointment for the student. Could get us into trouble. Need to get proactive by setting up and communicating best practices.
- SAC member: Last year, it took 2.5 months for a particular TA to get paid after beginning work. A faculty member was paying them personally, with agreement that TA would pay them back after contract works. Delays in contracts are very troublesome. But here's the question: I have inaccurate information in my contract; should I sign it anyway to push it through to the next step? I seem to have no way of flagging the problem until after I sign the contract, but I am worried that signing an incorrect contract could lead to problems. Another question: Faculty often teach in winter or summer, so they can have two simultaneous contracts. If Workday can only handle one contract at a time, how do we deal with this? And how can Workday only have one contract if Winter session is during regular contract?
 - AP Clark: About Winter session: You can't have two contracts *processing*, but you can have two contracts active. So as long as 'regular' contract was processed on time, winter contract can go through.
- SAC member: Heard of faculty who weren't paid what they should have been paid: either too much or too little. For example, if supposed to be paid in 5 payments, only got 2. They trusted SU to do things right and perhaps didn't know they weren't paid properly. Admins sometimes discover these errors. Payroll told faculty they'd have to prove they didn't get paid enough installments to get help, but shouldn't Payroll have their own records?
 - Mr. Muro: Will work with Payroll to try to smooth out those processes.

- SAC member: There also have been issues with students getting paid from two departments. One contract got canceled. Eventually worked out, but could've been easier.
- Dr. Reese: I hear you all. If you didn't get to ask everything you wanted, I still want to hear them. Email me whatever issues so we can make things work as efficiently as possible.

Faculty list for M&E

- AP Clark: Eric Stewart said he gave M&E chair list of all faculty emails. I also have list. Are we doing double duty?
 - SAC member: M&E needs to know rank, what schools people are in, etc. Not just names. Need this to know if they are Faculty according to the Faculty Senate bylaws and what seats they are eligible for, so need this info.
 - AP Clark: I left off part time and adjuncts. Is that right?
 - SAC member: We have some part-time tenure-track, so we need part time as well.