

MEMORANDUM

TO : Steering Committee, Oakland University Senate

FROM : Claude Baillargeon, Associate Professor of Art History, Chair SBRC

SUBJECT : Senate Budget Review Committee, final report for 2014–15

DATE : August 17, 2015

Throughout the 2014–15 academic year, the Senate Budget Review Committee (SBRC) was comprised of the following faculty and staff, all of whom are gratefully thanked for their service:

- Bobbie Badgley (SBA Budget Manager)
- Claude Baillargeon (CAS, Art and Art History), committee chair
- Rasul Chaudhry (CAS, Biological Sciences)
- Debatosh Debnath (SECS, Computer Science and Engineering)
- Michele Knox (Director of Budget and Financial Planning)
- Sanela Martic (CAS, Chemistry)
- Austin Murphy (SBA, Accounting and Finance)
- Jonathan Silberman (SBA, Economics)

During the fall semester, SBRC met on October 22, 29, and November 19 to assess the budgetary implications of the closely related proposals for a Graduate Certificate in Forensic Nursing (GCFN) and a Master of Science in Nursing - Forensic Nursing (MSN-FN). On November 19, the committee welcomed four representatives from the School of Nursing (Karen Dunn, Kelly Berishaj, Margaret Glembocki, and Cheryl McPherson) to shed further light on the proposals and answer additional questions from the committee. See the appended corresponding meeting agendas and minutes for a summary of these deliberations, together with the committee's final recommendations as laid out in a report addressed to the Steering Committee of the University Senate on November 26.

During the winter semester, having received no request to review new program budget proposals, SBRC held no formal meetings. Despite, or perhaps because of, the broad mandate given to SBRC, it remains difficult to identify specific goals within the committee's purview that can be achieved within one semester without putting undue demands on the committee members' time and commitment.

In addition, at the invitation of Betty Youngblood, Vice President for Organizational Development & Strategic Planning, five committee members (Baillargeon, Debnath, Knox,

Martic, and Silberman) agreed to sit on the Strategic Planning Committee Budget and Finance Task Force convened by President Hynd this past winter. In support of this related budgetary initiative, the five SBRC representatives focused their attention on this Task Force.

A final SBRC meeting was convened on July 6 at the invitation of Provost James Lentini to review the University budget as presented by John Beaghan, Vice President for Finance and Administration. With some SBRC members out of the country at the time, Bobbie Badgley, Rasul Chaudhry, Debatosh Debnath, Michele Knox, and Jonathan Silberman kindly agreed to represent the committee.

Thank you.

Senate Budget Review Committee (SBRC)

Meeting Agenda

Wednesday, October 22, 8:30-10:00 am
312 Wilson Hall

Introductions

Committee Charge

1. To work with the President, vice presidents, and Senate Planning Review Committee in the implementation of university plans, goals, objectives, role, and mission;
2. To receive from the President reports on available resources and their allocation to the university divisions and, jointly with the Senate Planning Review Committee, to advise the President regarding priorities for such allocations;
3. To receive from the Senior Vice President for Academic Affairs and Provost reports on available resources and their allocation to the university's academic programs and, jointly with the Senate Planning Review Committee, to advise the Senior Vice President for Academic Affairs and Provost regarding priorities for such allocations;
4. To report to the Senate on the current university budget and its role in advancing university goals and objectives;
5. To advise the Senate concerning the budgetary implications of relevant changes affecting the organization of the university;
6. To report to the Senate and its committees (as needed, UCUI, the Graduate Council, the General Education Committee) on the university-wide budgetary implications of proposed new academic programs or the discontinuance or major reorganization of existing academic programs as may be proposed; and
7. To meet jointly, as needed, but at least once each semester with the Senate Planning Review Committee.

Committee Membership

Six faculty (one of whom shall be chair) serving staggered three year terms; an administrative professional appointed by the AP Assembly for a three year term; the Director of Budget and Financial Planning. The chair, whenever possible, will be chosen from among those members with experience on this committee.

New Business

1. Proposal for Master of Science in Nursing - Forensic Nursing
2. Graduate Certificate in Forensic Nursing
3. Potential SBRC initiatives for 2014-15

Minutes of Senate Budget Review Committee Meeting
October 22, 2014
8:30 AM - 10:00 AM
312 Wilson Hall

Members Present: Bobbie Badgley, Claude Baillargeon (Chair), Rasul Chaudhry, Debatosh Debnath, Michele Knox, Sanela Martic, Austin Murphy, and Jonathan Silberman

In this inaugural meeting of the semester, the committee discussed the Master of Science in Nursing-Forensic Nursing as well as Graduate Certificate in Forensic Nursing proposals from the School of Nursing. The deliberations primarily focused on the following questions and issues about the proposals.

During the last academic year the committee reviewed a proposal on Graduate Certificate in Forensic Nursing and requested some clarifications. At one point the committee felt that the SON was not interested in pursuing the proposal. Have the new proposals provided any clarifications on the issues raised by the committee last year? Are there any indication in the new proposals that the proposal on Graduate Certificate in Forensic Nursing was reviewed by the committee last year?

Are there enough demand for the proposed degree programs? How many other institutions offering such programs? What are their enrollment? Which other institutions in Michigan offering such programs? How about nearby states of Michigan? Are they MS or certificate?

Why someone should consider an MS in Forensic Nursing instead of an MS in Nursing? Which is better - MS or certificate?

How many students are presently enrolled in the MS in Nursing program at OU? How many students the MS in Nursing program will lose because of the introduction of new programs? Are the projected enrollment numbers realistic?

Have the proposal presented solid market analysis? How many people are graduating every year with degrees in forensic nursing? How soon they find employment in the field after graduation? Are there any data from the Department of Labor on the proposed specialty?

SON is proposing to run such a big programs at a very low cost. Are there excess capacity in SON that they are going to use to run the programs? How much money will be necessary to run quality programs with all the labs and facilities to make sure the programs stay accredited?

How many Ph.D. holding faculty will participate in the proposed programs? How many of them have advanced training in forensic nursing? Is the program going to heavily rely on part-time faculty?

How much overlap the existing MS program and the proposed MS program going to have?

All the questions and issues raised by the committee should be tied to the budget.

Respectfully submitted by,
Debatosh Debnath

Senate Budget Review Committee (SBRC)

Meeting Agenda

Wednesday, October 29, 9:00-10:30 am
312 Wilson Hall

1. Note taker for today
2. Approval of minutes from Oct. 22

Old business

3. Continue discussion of proposed MS and Graduate Certificate in Forensic Nursing
 - a. Data provided by Jonathan Silberman from Career Index
 - b. Assessment of response to last year's SBRC questions formulated Nov. 25
 - c. Close reading of pro forma (pp. 28-29 or appendix E)
 - d. Drafting SBRC response

New business

Minutes of Senate Budget Review Committee Meeting
October 29, 2014
9:00 AM - 10:30 AM
312 Wilson Hall

Members Present: Bobbie Badgley, Claude Baillargeon (Chair), Rasul Chaudhry, Debatosh Debnath, Michele Knox, Sanela Martic, Austin Murphy, and Jonathan Silberman

1. The committee approved the minutes of the previous meeting held on October 22, 2014.
2. The committee continued its deliberation regarding the Master of Science in Nursing-Forensic Nursing as well as Graduate Certificate in Forensic Nursing proposals from the School of Nursing. Additional major points of discussion were:
 - a. Why no response was submitted to the questions raised by the last year's SBRC?
 - b. What is the justification of starting both certificate and master program at the same time? Particularly how would it impact the income aspects of the current and proposed new programs?
 - c. How could be a substantially large program be started without clear justification of Faculty budget?
 - d. Budget under fringe benefits is not properly calculated.
 - e. Decline in enrolment across the board in nursing, particularly Master programs was a concern and should be addressed while justifying the budget.
 - f. Why is there no additional cost for the core courses and specialty for such as large endeavor?
 - g. What would be the breakeven point with respect to the minimal enrollment?
 - h. No data for a comparable certificate and Master programs from other schools is provided.
 - i. Marketing budget appeared excessive.
 - j. Proposed enrollment numbers and budget figures are not well justified.
 - k. Impact of new program on the budgetary constraint of the existing program is not discussed.
 - l. Potential market expansion consistent with the projected increase in the enrollment is not discussed.

Respectfully submitted by,
Rasul Chaudhry



Claude Baillargeon <baillarg@oakland.edu>

Next SBRC meeting confirmed for 8:30 am this Wednesday, Nov. 19

Claude Baillargeon <baillarg@oakland.edu>

Mon, Nov 17, 2014 at 11:30 AM

To: Austin Murphy <jamurphy@oakland.edu>, Bobbie Badgley <badgley@oakland.edu>, Claude Baillargeon <baillarg@oakland.edu>, Debatosh Debnath <debnath@oakland.edu>, Jonathan Silberman <silberma@oakland.edu>, Martic Sanela <martic@oakland.edu>, Michele Knox <knox2@oakland.edu>, Rasul Chaudhry <chaudhry@oakland.edu>

Dear SBRC colleagues,

Now that I have heard from all SBRC members, I want to confirm that we will be meeting at 8:30 am this Wednesday, Nov. 19, to review the SON's response to our comments and questions. Since Michele Knox will be available only until 8:50 am, we will need to make sure to begin the meeting on time. (Apologies to Austin, who will be unable to attend, but who has already emailed his comments regarding the SON's response. Thank you Austin for your active participation and sound advice.)

Meanwhile, I have invited the SON representatives to join us at 9:15 am. This will give us time to discuss their written response privately and to strategize for the joint portion of the meeting. I am also hoping that our meeting with the SON reps won't go beyond 10 am, so that we have some time until 10:30 am to finalize our recommendations or to plan the way forward if further deliberations are required.

Hopefully this will be our final meeting this semester.

Best,

Claude

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Minutes of Senate Budget Review Committee (SBRC) Meeting
November 19, 2014
8:30 AM – 10:30 AM
312 Wilson Hall

Members Present: Bobbie Badgley, Claude Baillargeon (Chair), Rasul Chaudhry, Debatosh Debnath, Sanela Martic, and Jonathan Silberman

1. The committee discussed the School of Nursing's (SON) response submitted 11/17/14 to questions raised 11/11/14 by the SBRC regarding the Master of Science and Graduate Certificate in Nursing-Forensic (FN) proposals. Points of discussion/areas of concern were:
 - a. Demand for program and projected enrollment
 - b. Support from external community
 - c. Delivery by part-time or full-time faculty; faculty training
 - d. Employment opportunities; placement data
 - e. Breakeven analysis; budget
 - f. Need for forensic nurses

2. The committee was joined by Karen Dunn, Kelly Berishaj, Margaret Glembocki, and Cheryl McPherson from the SON. The following areas of concern were addressed by the SON:
 - a. Demand for program: Approximate enrollment at other universities offering similar programs was provided; from 5-6 at Monmouth to 25 at Duquesne.
 - b. Support from external community: Request for interest has only been gathered in tri-county area.
 - c. Impact on existing programs: The current MSN tracks are primary care; the FN track is an acute care specialty and will attract a different cohort.
 - d. Employment opportunities: Approximately 40-50 FN's are employed at the Turning Point, Haven and SAFE.
 - e. Cost of program: In order to gain certification, nurses travel to conferences around the country and the cost is more than the anticipated cost of obtaining a certificate through OU
 - f. Out-of-state demand: Existing Nurse Anesthetist (NA) program has small cohorts in Ohio and Marquette. There are many NA programs and few FN programs. Other universities have more out-of-state students.
 - g. Budget: Need to market the program at national conferences. Faculty salaries are allocated to program budget; because of suspended programs workloads are being reallocated.
 - h. Placement statistics: Data is difficult to provide. Nurses may be practicing in forensic roles, but not have a formal education.
 - i. Faculty qualifications: Four full-time faculty will have primary responsibility. They are all specially trained and certified, as well as currently practicing in a FN role.

The SON stressed the importance of a master's program in forensic nursing, as opposed to an undergraduate program. They believe that OU can be on the cutting edge with the FN master's program, as it will be an important component of nursing in the future.

3. The SON representatives were excused and the committee continued its discussion:
 - a. SON has underutilized resources and there is potential interest in a new field; OU would be at the forefront.

- b. Faculty qualifications are a concern. Is there enough expertise? Should SON collaborate with a law school or forensic biology, eg?
- c. Hybrid course delivery method is a concern; clinical part is critical.
- d. Enrollment projections are not a justifiable scale.
- e. Existing marketing budget for other SON programs is \$110,000. Is there a need for additional marketing funds? What is ROI? Marketing budget should be scaled down.
- f. Are there opportunities for foundation or grant support?

The committee concluded that it will support the proposals with reservations. The Chair asked that the committee members each provide one concern to be included in the committee's recommendation to the Senate.

MEMORANDUM

TO : Steering Committee, Oakland University Senate

FROM : Senate Budget Review Committee (SBRC)

SUBJECT : Final report concerning SON's proposals for GCFN and MSN-FN

DATE : November 26, 2014

SBRC met on October 22, 29, and November 19 to assess the budgetary implications of the closely related proposals for a Graduate Certificate in Forensic Nursing (GCFN) and a Master of Science in Nursing - Forensic Nursing (MSN-FN). On November 11, SBRC issued an initial response to the authors of the School of Nursing proposals (see document posted on Senate website). These comments and questions led to a formal response received on November 17 (see posted document) and to the November 19 meeting, which was attended by four SON representatives, who provided further clarification and received additional feedback. The following SBRC recommendations to Senate reflect the final revised proposals and pro forma forwarded to the committee on November 21. These documents are attached to minimize confusion as to which version this final report specifically refers to.

In the process of assessing the proposals, SBRC identified a number of strengths making the programs desirable for Oakland University. At the same time, some concerns raised by the committee could not be entirely alleviated by SON and are noted here for the record. **The entire committee has vetted this final report and unanimously voted 8 to 0 in favor of the revised proposals.**

Strengths of the proposals

SBRC applauds SON for identifying forensic nursing as an emerging discipline with good potential for increasing demand in this newer field of expertise. With no formal academic program in forensic nursing currently offered in Michigan and few across the nation, the creation of these innovative programs at Oakland would enable the University to establish itself as a leading institution in the field of forensic nursing. This would have good potential to attract students both in and out of state, thereby enhancing the profile and visibility of Oakland University within the broader world of nursing and beyond. In the long run, this may have a positive impact on enrollment in OU's current nursing programs.

The committee also noted the strong support given to the proposals by the faculty of the existing nursing programs at Oakland. Establishing the programs would further benefit from the modest \$25,000 donation earmarked to purchase start-up equipment and materials for the first year. The proposal also includes a line item for a dedicated program coordinator, which should

facilitate the administrative handling of the programs. On the whole the proposed budget was professionally done, with a good break-even analysis, and a statement of potential reductions in costs if the break-even point cannot be reached.

Remaining areas of concerns

While SON has worked diligently with SBRC to alleviate some of its concerns, a number of potential areas of uncertainty remain. For instance, in the short run, the new graduate specialization may pull students from OU's existing MSN programs, a collateral effect that may yield little net new revenue over all for SON. There is also a risk in ascertaining the demand for the degree program. Though SON has somewhat reduced its enrollment projection (at the urging of the committee), the figures used to generate the pro forma appear to remain overly optimistic. Given the marked decline in enrollment figures affecting SON over the last five years at both the undergraduate and graduate levels, it remains to be seen if the new programs can generate a combined enrollment of twenty students in its first year and fifty by year three and thereafter. In the committee's view, these projected figures remain ambitious and it may be more realistic to expect five or six students per program, especially for the first year. These figures would be more in keeping with the current enrollment in the existing forensic nursing programs mentioned in the proposals.

In terms of projected post-graduate job placement, the committee regrets the lack of statistics and placement figures. The proposals include no real data for anticipated salaries and expected employment numbers. The high costs of gaining formal education in forensic nursing may also prove a deterrent to enrollment. In its meeting with the committee, SON has suggested that these costs would be less than the expenses currently associated with gaining certification by traveling to conferences and workshops around the country. However, the proposals lack concrete data to substantiate this claim.

It has also been suggested to the authors of the proposals that the new programs would benefit from formal collaborations with other disciplines involved in forensic science like law and biological sciences. Without such collaborations, the quality of the proposed programs may be compromised.

The committee also raised questions about the qualifications of the proposed faculty for the teaching of the new courses specifically designed for the forensic nursing concentration (the Functional Area Content), noting, for instance, that the faculty who would be teaching in the program have training and clinical experience, rather than degrees in forensic nursing. Two out of four faculty members have some clinical experience in forensic nursing and have obtained certificates in the field (through 3-5-day seminars), but no official training and terminal degrees in forensic nursing.

Conclusion

In spite of the concerns expressed above, SBRC finds much of value in these forward-looking proposals and we do believe that their adoption by the University Senate would significantly contribute to enhancing the educational mission of Oakland University.