



# WILLIAM & MARY

CHARTERED 1693

## **Faculty Assembly Meeting Minutes April 18, 2023**

**Location: Chancellor 322**

**Zoom:** <https://cwm.zoom.us/j/95984856636?from=addon>

*Officers Present:* John Gilmour (Faculty Assembly President), K. Scott Swan (Vice President), Harmony Dalglish (Secretary)

*Other Members Present:* Anne Rasmussen, Ayfer Stump, Cathy Forestell, David Armstrong (Faculty Representative to the Board of Visitors), Cathy Levesque, Marc Sher, Nick Popper, Brett Wilson, Eric Chason, Randi Rashkover, Erin Henrickson, Evgenia Smirni, Betsey Talbot, Denise Johnson, Chuck Bailey, Tonya Boone

*Members Absent:* Mark Brush, Marjy Friedrichs

*Others in Attendance:* Peggy Agouris (Provost), Terry Meyers (Parliamentarian), Pamela Eddy, Jackee, David Yalof, Suzanne Hagedorn, and many others on Zoom.

### 1. Call to Order

President Gilmour called the meeting to order at 3:32 pm.

### 2. Approval of the minutes for the March meeting

Sher moved to approve the minutes and Armstrong seconded. The minutes were approved unanimously.

### 3. Provost's remarks

Provost Agouris: You are invited to attend the Academic Affairs committee of the BOV on Thursday at 2 pm in the Brinkley Commons at the Business School. You know what I am going to present regarding faculty productivity. Your support and participation is important and you are encouraged to attend.

The announcement about a new A&S Dean is coming. There will be more information forthcoming.

I encourage faculty to participate more broadly in commencement and in other campus-wide events such as Charter Day. If obtaining regalia is a barrier, the university can rent regalia for faculty.

4. Report by Faculty Assembly president, John Gilmour

I'd like to update you on future plans. We have a May meeting scheduled with no specific agenda at this point. Suggestions?

Armstrong: Jeremy Martin gave a great presentation on what goes into national rankings. For example, there is nothing in the US News rankings that depends upon research. He gave a great presentation and he could give that in 10 or 15 minutes.

Gilmour: Great idea. Other thoughts?

Agouris: After the board meeting there will be things for us to unpack. Hopefully something around tuition as well as next steps in keeping track of what we are doing as faculty. Perhaps a discussion of what we heard and learn.

Gilmour: Especially feedback on the faculty productivity study because I think this should be an ongoing conversation. Also, I would like to encourage people to consider becoming the Vice President of Faculty Assembly.

Forestell: What I liked was learning more about what was going on at the university. I really enjoyed my time as Vice President and President of the Assembly and encourage others to serve.

5. W&M budget discussion with Jackie Ferree, Chief Operating Officer, and Jacob Long, Assistant Vice President for Budget and Planning

Ferree: Jacob is going to take you through the presentation. Keep in mind we don't have a state budget at this point. And lastly, thank you for inviting us to this meeting.

Long: I am the VP for budget and financial planning at W&M. First, I'd like to discuss the fact that at W&M we have an incremental budget. Which means, we start each year with a base budget with the possible changes that were requested to that budget.

Timeline: In the early Fall requests are developed and submitted. In November – graduate tuition is decided by the board. Mid- December the Governor presents budget to many committees. January – April: the commonwealth finalizes the budget. May – approved budget actions are communicated to schools and units.

Major components of revenue— 46% tuition; 13.9% commonwealth general fund, 5.9% grants and contracts, 6% local funds, 2.7% private funds, 24.5% auxiliary revenue.

Spending - 56% on academics; 12% financial aid; 24% auxiliary enterprises; 6% research

Unrestricted revenue sources: tuition, enrollment levels, philanthropy, indirect costs.

Expenditures: 83% of what we spend is on fixed components (salary, contracts for dining, housing, etc.); roughly 17% is flexible. We have a limited ability to reallocate.

Of about \$20 million in mandates expenses by the commonwealth, the General Assembly funded a little over \$5 million. For example, the commonwealth supported only 1/3 of their mandated salary increases.

Armstrong: The graduate and professional fee is being raised to the same as the undergrad. Who made that decision and what is the rationale? One could argue that graduate students use the general resources less than undergrads on campus.

Long: The fees have been broken down in several different components; however, I don't have that exact number just now.

Gilmour: From your presentation it seems that the all tuition goes into a single pot and schools are allocated funds from that.

Long: Yes, with the exception of the St. Andrews Joint Degree Programme, the undergraduate tuition does go into the pot.

Gilmour: For the Business School, which has both undergrads and grads, what happens there?

Long: Allocations vary for each school.

Smirni: So, if someone would like to start a new professional degree, to do this, they have to have funding, etc. what would be the right steps if, I as a department chair, want to have 90% tuition back from this new professional program?

Agouris: There are many agreements that exist and they are all different. Ultimately there is an effort to ensure that these agreements become a known factor. We don't have that yet. We have special agreements that exist between departments and central or schools and central. We want to make this very transparent and more consistent across the university. But we are not there yet.

Gilmour: I once taught at another university where if a student took at a class at a different school, tuition changed hands. Do we do that?

Agouris: It's not done because we don't operate under a model that does this.

Ferree: We don't operate under a credit consumption model. We support the supply. We don't operate at the level of credit billing.

Hendrickson: Do we have a small group of students receiving a large amount of financial aid or a lot of students receiving a smaller amount?

Ferree: Financial aid is distributed on a needs-based criteria. W&M has the lowest net cost for any Virginia family making \$110,000 or less. Currently, 16% of our students are qualify for Pell grants. Our out-of-state students receive much less financial aid. Graduate level financial aid is usually merit-based. At the undergraduate level, financial aid is need-based.

Armstrong: Faculty Assembly has COPAR, what is the procedure now? Does Faculty Assembly have a role in big-picture financial planning or in incremental requests?

Agouris: We created a budget advisory committee which is made of the chair of COPAR, and the deans of all the schools. Faculty Assembly is still engaged in budget advising.

Ferree: Even if the highest requested tuition increase is approved by the BOV, we will have a large shortfall going into FY24.

Gilmour: Where will the shortfall come from?

Ferree: faculty productivity, operational efficiencies, and good, old-fashioned belt tightening.

Swan: It is important to have COPAR even when we don't have funds to allocate. If you can have faculty input on shifting budget priorities that will help when this belt-tightening has to be done. You lose a perspective that we think is valuable if you don't have faculty input.

Agouris: We rely on the Deans. We don't have a university-wide process, which makes it more difficult. We have to plug the holes within each domain with our incremental budget process. We focus on what we can do, within those constraints.

Armstrong: This is a gloomy budget. President Rowe is aware of it and working with the Board to have a process that would look several years out so that we can have better planning.

Ferree: W&M spends smart and we do ensure that we are financially sustainable. The excellent work that the budget office has done over the past 5 years makes going into this challenging year more palatable.

Smirni: Is there any way to know by department how much income per tuition vs costs, i.e., which departments are in the black or in the red?

Long: It would take a lot of work and decision making to make those models. The budget model doesn't change resources available but it changes the type of information that you have. We could get that information but it would take a lot of time.

Agouris: And it will not affect how we allocate funds because we don't have that type of budget model.

Stump: How much of a research grant goes to the university?

Armstrong: 50.7% is the federal overhead rate. Some of it stays in general funds for the Office of Sponsored Research, some goes to the Dean of the School you're in, some goes back to the department. Private foundations often request that no overhead costs be applied.

Rasmussen: The kinds of grants available to the Humanities often cover salaries, but don't have overhead. And then we are not replaced. In the past, grants covered salaries and departments got funds back to replace the teaching power of the person who received the grant. Why doesn't that happen anymore?

Armstrong: What you're talking about is an A&S policy of how people are replaced when on leave. This isn't a budget issue or a Sponsored Programs Office issue.

#### 6. Other Business

Sher: FAC asked me to bring this up: If someone doesn't do their training, there is no official sanction listed in the faculty handbook. Does not doing Cornerstone training mean that one can face sanctions?

Armstrong: As an employee of the Commonwealth, some trainings are required. So, one can be sanctioned for not complying, even if it is not expressly stated in the handbook.

Sher: If you don't do implicit bias training you cannot vote. Is that allowed by the handbook?

Armstrong: There is nothing in the handbook regarding this.

Eddy: We had created media guidelines that outline processes that we had not had in place before for ways to amplify faculty voice. Is there any feedback before we take it to counsel?

Gilmour: I read it and found it to be very uncontroversial.

Armstrong: Please distribute it again and let's take a vote at the May meeting.

Eddy: I can send it again to you all.

#### 7. Adjourn

Forestell moved to adjourn and Sher seconded. President Gilmour adjourned the meeting at 4:48 pm.

Prepared by Harmony Dagleish