

**Faculty Assembly Meeting  
Minutes for October 30, 2018  
3:30-5:00 pm  
Blow Hall Board Room**

*Officers Present:* Jack Martin (President), Tom Ward (Vice President), Chris Abelt (Secretary) and Cathy Forestell (Faculty Representative to the Board of Visitors)

*Other Members Present:* David Armstrong, Mark Brush, Lynda Butler, Carl Friedrichs, Michael Luchs, Alan Meese, Pieter Peers, Christy Porter, John Riofrio, Scott Swan, Molly Swetnam-Burland, Megan Tschannen-Moran and Brad Weiss

*Members Absent:* Rowan Lockwood, Jennifer Mellor and Sophia Serghi

*Others in Attendance:* Michael Halleran (Provost), Sam Jones (Senior Vice President for Finance and Administration) and Terry Meyers (Parliamentarian)

**1. Call to order**

Mr. Martin called the meeting to order at 3:33 pm.

**2. Approval of the Minutes for September 25, 2018**

The minutes were approved without changes.

**3. Provost's Report**

*Free speech.* The Provost is creating a working group to examine free speech on campus. The question is how to balance the need for free inquiry and expression with the goal of inclusivity. The incident with the ACLU speaker last year, recent student protests and some comments in classrooms have brought this issue to the foreground. The group will also consider whether to require dual consent for recording. Virginia is a single consent state. Marjorie Thomas and Timothy Zick will lead the committee.

*Faculty Handbook changes.* The Provost has returned the Retire and Return to Work policy to the Assembly for approval after removing the upper age limit of 72. The Provost has asked the Faculty Handbook working group to consider updating the Consensual Amorous Relationships (CAR) policy. A comparative listing of CAR policies at other institutions had been compiled by Deb Love's office. William and Mary is on the restrictive end of the scale. The issue at hand is whether the current policy properly addresses power imbalances. Finally, the Provost is suggesting that the criteria for promotion and tenure be amended to include any misconduct that directly pertains to teaching, scholarship or service. Mr. Martin pointed out that such information must be available to all groups that evaluate the candidate.

*Operating Budget Overview.* Sam Jones gave a presentation about the current state of the College's finances. The Provost said that we are in the quiet phase of strategic planning. David Feldman and Katherine Guthrie will be updating our internal data as a head start. Sam Jones began with our current academic model: low undergraduate enrollment, highly residential, low student-to-faculty ratio (11:1) and a high proportion of tenured faculty. Our financial model is typical of a public

institution: tuition driven and low endowment per student. The Promise was initiated in 2014 to address the contrast in the models. The Promise is not just a tuition guarantee. In-state enrollment was increased, affordability for low to middle income families was assured, academic and administrative productivity was increased and our distinction as a public ivy was strengthened. Over the next five years the Promise generated \$60M through reallocation, innovation and tuition. Those funds went to the following areas: faculty and staff salaries (54%), initiatives and strategic investments (22%), need-based aid (20%) and growth (4%). Mr. Riofrio asked about the growth. Mr. Jones explained that each increase of fifty students generated one new position. The strategic initiatives portion went primarily to IT/eLearning and to the COLL curriculum. In-state tuition is still less than half out-of-state tuition (\$17434 vs. \$38735). Even after adding in the state contribution for in-state students, out-of-state students pay a higher proportion than in-state students. Financial aid jumped from \$19.3M to \$25.2M this year. The increase was \$3.6M more than expected. The number for FY19 is expected to decline to just below \$4M. For the 0-\$30K, 30-\$48K and the 48-\$75K family income groups, the College the best value in the state excluding VMI. William and Mary student debt has been declining and may hit \$20K/graduate in a few years. Tuition, fees, room and board are now \$57K for out-of-state students and \$35K for in-state students, an increase of 23% and 56% since 2014, respectively. The average net price after financial aid is \$41K and \$20K, respectively. The high tuition may explain why only 3% of out-of-state students are Pell eligible. Mr. Riofrio asked about the impact of differential socio-economic status on study abroad. The Provost pointed out that study abroad was part of the High Impact Projects portion of the Quality Enhancement Plan for the last SACS accreditation. The Reves Center distributes \$400K to support study abroad. Ms. Swetnam-Burland asked about the impact of early decision II. The Provost said that it is too early to tell. Ms. Forestell asked if the second early decision is a way to control financial aid. The Provost said it was not. It reduces the volatility of the admissions process. There is no way to control for “blips” in amount of financial aid necessary for a given class. Tuition, fees and the state contribution comprise 75% of the operating revenue. E&G and auxiliary services consume 43% and 24% of the operating revenue. Instruction is the lion share of E&G, and A&S is the lion share of instruction. Personnel costs are 82% of the budget. A deficit of \$10M is predicted for FY27 even with a 6.5% yearly increase for in-state tuition. Mr. Martin asked about the drivers for the deficit. Financial aid and the health insurance are the primary culprits. Philanthropy will take many years before it generates the expected benefits. Mr. Jones concluded that there is no silver bullet for the impending deficit. Mr. Armstrong asked about the assumption for state funding in the prediction. A constant dollar model is assumed.

#### **4. WM2026 Report**

Mr. Forestell summarized the committee’s work. There are a few minor changes that will be made to the report before it is sent to President Rowe. The motion to send the report to the President was made, seconded and approved unanimously. Some of the feedback to the draft report concerned the lack of mention of graduate programs. The St. Andrews program is a unique feature of the College in that it charges a single rate, regardless of residential status. It is too small to affect revenue significantly. David Feldman and Alan Meese will be presenting their sections of report to the BOV.

#### **5. Standing committees’ reports and plans for the upcoming year**

#### Executive Committee – Jack Martin

The EC discussed the provost search, student protests, university committees and FA constitution and bylaws. Mr. Martin and Ms. Forestell attended the Faculty Senate of Virginia meeting recently.

#### Liaison Committee – Tom Ward

Pam Eddy will address the BOV at the November meeting.

#### Academic Affairs – Michael Luchs

The committee is considering how to build on their spring survey. They plan to use the results to draft a narrative and vision for the College. Maintaining the teacher-scholar model is important. They will also use the WM2026 report to formulate budget priorities for strategic planning. The Provost asked this committee to look at a policy for centers. The internal audit found several irregularities with centers recently. The policy first will be posted for general comment.

#### Faculty Affairs – Scott Swan

Work on amending the Faculty Handbook continues. The upcoming faculty survey will be aligned with previous surveys and with the current climate survey from HR. Ms. Forestell emphasized the importance of completing the climate survey. Mr. Armstrong would like the deadline for the survey to be made known. Finally, the committee will consider the issue of tuition remission for faculty and staff. It was brought up to the Rector yesterday.

#### COPAR – Lynda Butler

The committee decided to do more than just consider PBRs. They heard from Sam Jones in September. In October they learned about faculty salaries and the peer group and about auxiliary services. They will hear from Dennis Manos in November.

Mr. Martin asked the standing committees to get reports from the university committees that are supposed to issue reports. The provost search qualifications developed by the EC will be posted on Box for comments. Even though the provost search committee is already in motion, the Provost said it would still be important to send them the suggestions from the FA.

#### 6. Adjourn

The meeting was adjourned at 5:08 pm.

Prepared by Chris Abelt