



**WILLIAM & MARY**  
**PROFESSIONALS &**  
**PROFESSIONAL FACULTY ASSEMBLY**

**MEETING MINUTES**  
 Friday, May 1, 2020 9:00-10:00am  
 This meeting was held via Zoom Webconference

**PPFA Members - *x* denotes member was present**

1. Armstrong, Suzie	x	12. Maurer, Mariellynn	x
2. Austin, Marra		13. Morales, David	x
3. Conner, Karen	x	14. Murphy, Michael	x
4. Davis, Tamekka	x	15. Palacios, Melissa	x
5. Hummel, Julie	x	16. Powell, Kathleen	x
6. Ferree, Jacquelyn	x	17. Smith, Sarah	
7. Fredrick, Patricia	x	18. Summs, Julie	
8. Frey, Jonathan		19. Tomlinson, Carol	x
9. Lawrence, April	x	20. Wheelless, Joseph	x
10. Locks, Taylor	x	22. White, Shannon	x
11. Lueker, Mary	x	22. Vacant	

**Present:** 157 persons were present on the Zoom web call.

- I. **Call to order** by Joe Wheelless 9:00 am
  
- II. The May meeting of the PPFA served as a town hall with Amy Sebring, Vice President for finance and technology.

Amy Sebring, provided an overview of the financial state of the university as of the time of the meeting. There were many unknowns that were also explained. She explained the 13-32 million dollar range of losses were provided to the Virginia Council of College & University Presidents as an estimate through the end of August 2020. She provided examples of known reductions in the next fiscal year, such as NCAA Division 1 schools should expect at least \$1M in cuts. They are constantly looking at places that will anticipate change for the positive and the negatives, such as summer school enrollments are up. She then answered many questions that were pre-submitted as well as those submitted via chat.

- **Where the university will be for Fall if there were no in-person classes?**  
 Amy responded: We pride ourselves on personal instruction and small class settings, small group activities. Is part of our brand. This has caused us to examine, who we are as in institution. 75% of revenue comes from students (tuition and fees). Impact will not be known for several months.
- **Addressing *mission critical* and *mission optimal* terminology used during the Covid-19 crisis.** Consideration has to be given to how we limit expenditures to essential, every dollar saved today is more we have to spend in Fiscal Year 21 (FY21). When things are in a normal state mission optimal can be very important to our brand. And discussion of how to focus on



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spending money where the need is to support the critical part of the mission (i.e. remote teaching, support enrollment, etc). Additionally, there are legal aspects of the university and its accreditation that must be maintained. She acknowledged that May 1 (the day of the meeting) is deposit day and the university will know more about possible enrollments after this benchmark. It is hard, but we have to maintain a short-term focus while dealing with the uncertainty that exists at the moment.

- **Question regarding Budget cuts with regard to both state and university budget**  
Summary of Amy's response: It was reiterated that there is not a number at the time of the meeting to say what we have or do not have. It's too early in many ways to know what will happen with enrollments (deposits are an indicator). There is not a current expectation to change tuition and fees but the university is keeping any eye on those colleges & universities that are making those decisions. Federal grants will be subject to the Federal Budget. There are units on campus looking at what to anticipate of donor behavior. There are no specific numbers for any of the items mentioned, but it gives us a chance to think through the priorities as an institution. It is important to consider that if we are looking only at a number or percentage that is needed to cut, it does not lead to strategic decisions, so this uncertainty gives us an opportunity to evaluate how we balance priorities.
- **Current streamlining and efficient processes being examined, what are the priorities?**
  - Procure to Pay System was discussed
  - The amount of paper processes on campus and ability to take digital signatures has been a change.
  - It was suggested that PPFA input on this questions would be helpful.
- **How can people submit ideas for revenue generation and cost cutting?**
  - Funnel ideas to the PPFA leadership
  - Business officers across campus are also a good place to provide input, the 30+ people within this role come together at least once a month
  - FY21 will be different, and there are many different perspectives and behaviors among students and employees. She stated, "Let's be conservative on current spending – every dollar we save now is a cushion for 18-24 months from now. It can all add up"
- **A question was asked regarding furloughs and layoffs and whether those were possible.**  
This question was responded to with an acknowledgement that Higher Ed budgeting is different than say a business like Colonial Williamsburg or Busch Gardens. In Higher ed we have all of our funding collected in Fall/Spring and then applied to the expenditures. If this comes, furloughs are preferred for continued benefits and employees can be brought back and ramp up as needed. Layoffs are a last resort. Regarding salary cuts, she stated, "We are not at salary cuts at this point, a job at a lower salary versus no job is one thing, but it's a quick way to generate cash and see savings, but is not strategic." She asked, "Can we create savings in other places?"
- **A follow-up question to the last questions focused on performance reviews and what should we expect and could those impact salary reductions or other decisions?**  
Amy acknowledged that this is an awkward time to go through performance reviews. Guidance would be coming from Human Resources (HR) in the following week. May and June would be used for informal comments and feedback to employees from supervisors. She stated there are no conversations taking place around linking performance review and pay decreases.



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- **How may W&M (and it's employees) take the lead?**
  - The President's 5 Planning Ahead Groups were acknowledged as the work moves forward
  - Service: recognize the needs in the community (ies) around us. Are there things W&M do for others around us?
  - Serving as election volunteers, as a broad call to service, often the volunteers are within the high-risk demographics at polling stations.
  - W&M is known for innovation. Where are using creativity to create new revenue opportunities? Several ideas and examples were given.
- **Discussion of the changing workplace.**
  - Two of the teams (de-densifying & operational) are being intentional in the discussion and issues surrounding coming back to the workplace. Amy acknowledges this "hits at a human level, and we need to ensure employees feel safe." There are personal choices and also a community environmental concerns that are within this discussion. We have proven we can work from home. There are many questions still around: how & when we will bring people back; what are need more personal service (face to face); waves of return where parts of campus will return before others and more. No official decisions have been made around this topic and W&M will have to adhere to criteria external to the university (CDC, Virginia guidance, etc)
- **The final topic of the town hall with Amy Sebring focused on her new role, that begins this summer.**

She is looking at this through a long-term vision of what the role can support. The work we do, how do we support the mission in the most effective way possible and the service that we provide. This includes taking care of one another in a way that W&M is a place we can all be proud of. She stated that COVID19 has been a disruptor and has caused us to examine how and why we do the things we do. She stated she was not a typical CFO and will not be a typical COO. She mentioned examination and long-term prioritization around staff professional development (short term depends on the financial picture). She left the PPFA with a few thoughts:

  - There is no playbook on global pandemics
  - Elevate things as you can.
  - Recognize that we can't always answer all the questions.

**III. Joe Wheelless reminded PPF's to be involved in the Zoom meetings and Townhalls being held during this ever changing time.** There was acknowledgement among those on the Zoom that President Rowe and others in the Administration are addressing the broad strokes and it is appreciated.

**III. Adjourn (10:00am)**

<p><b>Future Meeting Dates:</b> June 4: TBA (Zoom) PPFA visit of VIMS will be rescheduled to a later date.</p>
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