

CFR Minutes
22nd March 2019 Faculty Assembly Meeting
9:30-11:30am VDEN 129

Present: Pam Stover, Sarah Waters, Mike Berger, Ed Hagen, Susan Finley, Michael Dunn, Nicole Campbell, Michael Curry, Lynn Valenter, and Various Faculty

The meeting consisted mainly of a short presentation by Vice Chancellor for Finance and Operations, Lynn Valenter, followed by a lengthy Q&A session with faculty. The meeting concluded with announcements by CFR chair Michael Berger.

Lynn Valenter's Presentation

How we spend our money: FY18(ended June 18) State Expenditures&Tuition –

72% salary, 21% benefits, 3% Wages, 9% goods and services,
68% instructional, 9% academin admin, 10% plant, 9% admin and general, 4% libraries
11% fran fee is “contra income” off the top

Revenue 53.5mil – Tuition 43%, PBL 30%, 6% self sustaining (summer)

In 5 year blocks, admin% has dropped slightly, instruction% increased slightly, library% decreased,
student services% increased (all changes 1-2%)

PBL, state&tuition is about \$38mil

Budget Process: Forms go out in January asking departments “What do you need money for?” Strategic plan is separate from overall budget. All requests must come from a member of campus council (CC), prioritized by requestor. All requests are distributed to CC for reading. There is a budget hearing for each director to give a 5-10min pitch with Q&A. All requests are then ranked by each member (these include directors and other members.) Budget council (that’s Lynn, Renny Christopher, and Mel Netzhhammer) does not rank. Lynn makes “anticipate revenue pro-forma” [educated guess at available revenue]. Reserves are important if this guess turns out to be off. Sometimes the state will surprise us with their own changes.

Available:

1 time = \$250,000

3 year = \$150,000

Strategic Plan = \$150,000

General Rule for reserves is three months carryforward. We have a little more. Lynn is an accreditor, and most institutes she looks at have less, but those that have more often have lots more.

Mel sent out a list of who hit their targets. (One unit missed, all others hit.)

Tuition Model: If a year's full time tuition is \$10,000, waivers (some discretionary, some mandatory) come off. For now, assume there are no waivers. Four percent must go to financial aid by State law. That's system wide, which is probably to our advantage as we have a higher proportion of students using aid. \$9,600 remains. 11% "Institutional Support." 1% from that 11% is Student Affairs. Now \$8,544/FTE remains. (It's actually closer to \$9,000 collected per student, than \$10,000. A round number was used for clarity in the example.)

Faculty Topics / Q&A session:

Q: Can you comment on how waivers are administered? Why take away from what departments receive?

A: Some of these waivers are ways for the state to fund professional development for state employees without appropriating – just repurposing already funded dollars for higher ed.

Q: What is "AAFTE?"

A: AAFTE stands for "average annual full time equivalency." In Pullman "AAFTE Funding" is code for the revenue sharing model.

Q: CAS 10X courses serve all system students. Should Academic Affairs set aside funds for those, rather than doing those college by college, unit by unit? It burdens some of the most contributory units with less flexibility to request funding for other things.

A: Lower division funds were set aside in past (for all colleges, not just CAS, but CAS used the most as they supported the most lower division enrollment.) After budget cuts, that was eliminated at the request of directors. It made for less flexibility and more complicated budget process.

Q: Should we go back to that?

A: Maybe, but the change happened by acclamation – it's up to directors, not to me (Lynn.)

Q: What happens at the end of a freeze?

A: We will probably have a window set for overall reserves. As long as we keep our reserves in the target range, we can spend with discretion.

Here's an overview of our targets and how well we did for each year (with projections for this year.)

First column is target, second column is achievement. Figures are in \$millions.

Year One -30 -30

Year Two -20 -22

Year three: -10 -3.5

Great! We lost \$3.5mil!

Q: What's the state of accountability culture system wide? How did we end up here? How do we know this won't happen again?

A: Kirk Schultz has been great for promoting accountability. He was the "right person for the time and situation." People in roles like mine (Lynn's) in the WSU system are good professionals, but they don't make the ultimate decisions. My personal take: WSU has always had incredible aspirations. We don't say no to any great, good, or medium-promising idea. We also don't ever stop doing anything once we have started. We were resource starved for a long time. When that ended, spending accelerated in many areas at once.

Q: Some of us don't think athletics is a great way to be spending our money.

A: WSU spends the 60th most of all Power 5 schools on athletics. That is at or very near the bottom. We are very efficient for what we get.

Q: What impacts has the outdated software system had? How much will the upgrade help?

A: The old system was OK for the most important thing – compliance. The new system will add lots of great flexibility. The old system's shortcomings had little to do with the ability to observe the deficit spending.

Q: Where do we rank on administrative spending? Can you give us a system wide percentage?

A: Keep in mind a larger number of administrators, with reasonable salaries, is good for oversight.

I don't have a number, but IPEDS has data. Elias Cohen might find you answers there. We would do well to make efforts at transparency. Don't let myths of bad behavior propagate.

Q: Who is monitoring/administering how global campus expands? How are we controlling the quality of online education offered across disciplines?

A: The provost has said "The proportion of faculty staffing [departments] should be the proportion staffing global." That could of course change, under the new provost.

Q: That criterion could be met with adjuncts alone, and result in terrible outcomes.

A: The specific decisions on how to implement global campus are being made by academic directors.

Q: Could you give us a breakdown on graduate tuition?

A: Graduate Enrollment breaks down into professional (paying) and academic (waivered.)

Grad students are more expensive than undergrads. Net example was \$10,000 → \$8500 for undergrad.

[Editorial: Actual numbers are more like \$9k→\$7.7k]

Tuition breakdown for graduate/professional students is \$14,000 → \$6300 after waivers. (This excludes Nursing.) These are not separated by **academic v.s.** professional. Professional students are responsible for most revenue generation. None of this has broken down the cost of educating each student.

Q: The cost for supporting grad students is stepped. We need to look at where the step is – if we are short of a cost increase step, there is untapped growth potential.

A: Good point. That's not my job. It's academic directors who must do that. Costs and structure will vary a lot by unit. Homework might be done to make such cases to directors, and tap that potential.

Q: We go to directors [to request graduate tuition waivers], and they tell us "Lynn says no."

A: Lynn says 'everybody pays.' [for waivers] Requests for exceptions would go to Christine Portfors, who evaluates them, works with the requestor, and passes them to the Budget Council, who decides.

Q: How is the Workday(TM) transition going?

A: These things are never without bumps. It won't be as bad as zzusis. We aren't getting all the modules to support analysis.

Announcements

CFR: CFR elections will be held over next month.

Faculty Senate:

One Vancouver tenure track Faculty Senate seat is up for election.

Vancouver now has three – two tenure track and one non tenure track representative on Faculty Senate. We currently have more than 3 Senate seats filled by Vancouver Faculty, but now our campus has 3 dedicated seats, rather than 1.

Greg Rose's Senate term is up.

Steve Bollens is doing a great job getting data to the senate.

We have the CFR Chair and Sue Peabody on the Committee on Committees. Alair MacClean is on Faculty Affairs. Nicole Hess is on Catalog. Alex Dimitrov is on Grad Committee. Greg Crouch incoming Chair. Next chair is not yet elected.

Doctoral Education: AMS course delivery data. Many thanks to Ed Hagen for delving through this data. Formal and informal barriers? There are mainly informal ones which revolve around funding.

Q: Is there any update on the revision of faculty career tracks?

A: No movement since town hall. Susan Finley will check with Senate. They may be waiting for the new provost to be hired before proceeding. Judi MacDonald just took an associate dean of the grad school position as well. This may have her time occupied at present.

Meeting concluded at 11:32