**Council of Chairs**

**January 11, 2021**

**Present:** Trisha Folds-Bennett, Jacob Somervell, Robin Benke, Andy Cox, John Cull, Ben Mays, Amelia Harris, Nancy Haugen, Scott Bevins, Robin Woodard, Bryan Hoyt, Amy Clark, Tom Costa

Welcome Ben Mays (new VPAR Chair) and Nancy Haugen (new Nursing Chair)!

**Workshop Plan**

* Lay the foundation for a logic model that will inform our budget and program planning in the Academic Affairs Division
* Consider the important factors in the model and initiate the development of a philosophy and a process for incorporating the factors into our planning
* Provide essential input into the evidence that will be necessary as we restructure our budget, curriculum, and programs
* Use a forward thinking and analytical mindset as a means of setting aside habits that may constrain the evolution of our academic plans

**Assumptions**

* We need to recruit and retain students
* We need to recruit, support and retain faculty and staff necessary to achieve our academic goals
* We want to build a diverse and engaged community of learners
* We want to achieve academic excellence and provide experiential learning
* We want to provide a highly personalized approach to educating our students
* We want to promote liberal arts values and culture and prepare students to be engaged citizens and community leaders
* We want to equip our students for success and mobility in their chosen careers
* We want to strengthen the surrounding community and region through education and opportunity

Additional Discussion:

Jacob asked where we can find our academic goals. We do not have them stated explicitly. We need to think and further discuss each program’s academic goals.

Highly personalized approach for our students – we will define more precisely this spring. It can be promotion of a culture that most of our faculty do. Being excited and interested in guiding students and being engaged in their long-term goals.

Bryan is concerned about faculty taking on too great a load with recruiting. Being involved with recruiting is great, but we must be careful about the burden.

Consider adding word “globally” so we can encourage students to be globally engaged.

We need to have the assumption that we have the financial, physical and personnel resources to achieve our goals.

Do we want to have the assumption that we will be an integral part of the community, not just as a resource for education?

Cultural programs that broaden student horizons? That is part of providing an enriching experience for the community. Trisha prefers not to include something that specific in this.

**Resource Investments in the Academic Division**

* We invest in the recruitment, development, and support of faculty as they execute their roles as teachers, mentors and scholars
* We invest in the staff necessary to support the academic priorities of the institution and to provide support for the holistic development of students
* We invest in the facilities necessary to teach excellent courses and to do the scholarly work of the disciplines
* We invest in the equipment, supplies and materials necessary to teach excellent courses and to do the scholarly work of the disciplines
* We invest in the programmatic resources necessary for the experiential learning we believe is essential in the preparation of our students

Additional Discussion:

Consider endowments for equipment, 10 year plan for maintenance of equipment

Should we compare our investments with other COPLAC schools?

**Sources of Financial Support**

* Tuition and Fees
* Housing, Dining, and other Auxiliary Services
* UVA
* Annual State Appropriations
* Special State Appropriations
* Federal Funding for Student Aid and Special Circumstances
* Federal, State, Private Grants
* Event and Program Tickets and Fees (Directs and Indirects)
* Philanthropy

Additional Discussion:

UVA likes what they see in our strategic plan and we believe will provide some funding for certain aspects of it.

By state statute, they are supposed to be paying their tax (E&G vs. Auxiliary) E& G money cannot be used directly to support the costs of housing, dining, etc. E&G can be charged for use of their resources (cars, etc.). We will need to find out of the amount will be waived again. (E & G – education and general: tuition, fees, state appropriations) (Auxiliary supports a lot on campus – programmatic work in residence life, housing, dining, parking, use of facilities, athletics, etc.)

Would love to talk about bolstering our summer programs for revenue sharing.

Trisha envisions a planning booklet/report that has all of the data, graphs and information broken down by department so you can see exactly what the evidence looks like for your own department.

**10 Year Revenue Trends**

* Student Enrollments
  + First Time Freshmen
  + Transfers  
    CTE
  + Summer
  + By Major
* Student Retention
  + By Year
  + By Major

Additional Discussion:

Look at graduation rates (4, 6 and 8 years), looking at success within each term, look at full time and part time changes among our students. Really look at semester trends.

If we see our students are going from major to major, from part time to full time, etc. – what can we do to keep our students on track so they can get their degrees efficiently? Don’t rush them, but give them the support they need.

Important to know where our students end up

Trisha feels we can work a lot on our partners and opportunities for our students (fast tracks, scholarships, etc.). UVA is opening the door wider for those opportunities for our students. Ex: Appalachian School of Pharmacy agreement

**10 Year Revenue Trends (continued)**

* Support from UVA by Source or Program
* State Appropriations
* Special Appropriations
* Federal Support
* Grants by Source and Department
* Academic Year Event and Program Fees by Source and Department
* Summer Event and Program Fees by Source and Department
* Philanthropy by Target Program

Additional Discussion:

Tom suggested that someone in academic affairs needs to be dedicated to fundraising (works with Trisha and each individual department) to help bridge gap between departments and the Advancement Office.

How do we utilize the resources to achieve our academic goals?

**Expenditure Trends Over 10 Years**

* Faculty Hires (numbers and dollars, including recruitment and startup funds and other special allocations)
  + By discipline
* Adjunct and Overload Spending
  + By discipline
* Faculty Development
  + General Spending on Workshops, Conferences (non-disciplinary), etc.
  + Conference Travel by discipline
  + Research Funding by discipline
  + Program Funding (for faculty) by discipline
* Staff Hires and Totals (numbers and dollars)
  + By department (college wide)
* Non-Personnel Instructional Costs
* Program Costs Beyond Curriculum
* Academic Support costs
* Technology Costs
* General Department Operating Costs
* Accreditation Costs (must consider memberships, site visits, etc.)

Additional Discussion:

We must know how much support is necessary to run certain programs and must consider the accreditation, membership, etc. costs. We can consider a central budget for it vs. each department covering those costs. Suggested: for annual recurring fees – department budget; every 5 years, etc. go in a central budget.

Incentivize budget consciousness and awareness (financial support for a program your dept. may want to start, opportunities and recognitions, facilities)

We don’t want to create competitive dynamics, but rather work together cooperatively.

We need to look at how much money gets allocated to each department so they can have some autonomy and accountability with their budgets (including adjuncts, faculty conferences, add academic support).. look at ratios of adjunct to full time, class size, --- we need some guiding principles for these matters to get a formula to allocate budgets to departments

We will definitely need a reserve emergency use fund.

**Assessment/Amelia Harris and Sabrina Qureshi**

* 5th year SACSCOC report due this September
* 22 standards to address
* Assessments of student learning outcomes
* Will go to each department and meet with person responsible for WEAVE in your area (after classes start)
* You may get an invitation from WEAVE to join – just follow the directions. Entirely new link and process.
* Amelia sent our previous response to this to you and asks you to read through it. We will need you to put in ‘18-‘19, ‘19-‘20 and ‘20-‘21
* We showed three years of assessment for every department and then tried to pick areas where departments has seen issues through their assessment and tried to make a change – we reviewed results.
* We will need to show where some of your assessments showed issues and you have addressed those to see if there was an improvement
* Think of your current outcomes and whether they should be updated
* Each syllabi needs to have student learning outcomes on it

**Three Cavaliers Program**

Chancellor Henry would like to fund 1 project with 3 collaborators (can mean 3 of our faculty could do the project or join another project with UVA faculty)

We need to decide who would be eligible at our institution…. Should we say that our team can’t be a single team? We’ll fund 3 faculty members, but we want to make sure they are all collaborating with UVA faculty – need to confirm.

**Extra Spring Break Day**

No concrete solution at this time. Can we suggest faculty work in some time off as they can for students?

**Decision Model Considerations**

* Resources – How do we determine the allocation of resources (financial, staffing, facilities) to achieve our academic goals? How do we work together to prioritize allocations when resource needs exceed resource availability? How do we work together to prioritize when conflicts in resource needs arise?
* Budget looks flat for this upcoming year.
* Programs – How to we decide which programs we keep and which programs we add (including graduate)? What factors take priority in these decisions? How do we determine which programs are most critical to our academic goals? How do we balance general academic needs (service to the liberal arts core, freshman seminar, non-disciplinary experiential learning) versus disciplinary and departmental academic needs? How do we balance alignment with regional needs and student demand versus departmental and faculty interest and expertise?

**Budget Planning Philosophical Questions**

* Central (general programs) vs Distributed (departmental programs) Management of Funds
* Standard Model (Formula) across departments vs. Negotiated (Competitive) Model by department
* Structured and Predictable vs Unstructured and Dynamic
* Recurring (Base Operating and Personnel) vs Non-Recurring
* For Non-Recurring, one time expenditures (ETF is an example) vs competitive (proposal-based) funding
* Mission Alignment as Basis for Prioritizing
* Focus on Quantity vs Quality
* Autonomy, Responsibility and Accountability vs Collectivism, Collaboration, Dependency
* Empowerment vs Entitlement
* Centralized and Static (Incremental) vs Incentivized and Aligned
* Short-term vs Long-term
* Scarcity vs Investment

Additional Discussion:

Bryan asked how much control we have other budgeting.

We have no plan as an institution to replace equipment and no money set aside to do that.

What plan do we put in place for phase important programming back in?

We must decide what is at our core and how to build our priorities out from that.

We have to keep in mind the work the liberal arts core committee is doing so we can be aligned with their goals.

It’s important to remember we need faculty who can teach in areas where they may not have had the intensive graduate training.

**Budget Structure from Zero**

* Departmental Base Budget
  + OTPS (office supplies, services, materials; disciplinary travel; instructional materials, research support, non-instructional technology; student workers)
    - Could we allocate certain amount per full-time faculty member to establish a base? $1500?
    - Could we allocate certain amount per student credit hour (use rolling three year average)? $50?
  + Departmental Advising, Mentoring and Retention Intervention (Tutoring, Peer Mentors, Course Advising, Advising for Long-term Goals, Support for Post-Graduate Preparation)
    - Could we allocate an amount per major (use three year average)? $50?
* Departmental Instructional and Scholarship Equipment and Facilities Needs (Purchase and Maintenance)
  + Do full inventory for each department, establish 5-year needs assessment and 10-year maintenance plan and bring to Council of Chairs for prioritization
* Departmental Accreditation, Professional Association Memberships, Professional Licenses
* Departmental Personnel
  + Using faculty/staff to student ration, enrollment demands and projections, workload study, and comparative analysis (internal and external) to develop 5-year staffing plan for each department
  + Using enrollment analysis similar to what we used in fall 2020 to monitor demands for adjunct and overload spending that would lead to more stable projections of cost
* Departmental Programs (both Internal and External)

Additional Discussion:

Current model works well for MTH/SWE

Budgets will likely start decreasing

Applications are down for fall 2021

Some things need to be centrally managed and decisions can be made collectively

No matter the structure, every expenditure will be examined

**Budget Structure**

* Extra Departmental (Central) Budget
  + Liberal Arts Core, Shared Academic Programming (Speakers, Multidisciplinary/Interdisciplinary)
  + Faculty Development, QEP Wise Writes, Faculty Awards, Faculty Participation in Non-Disciplinary Conferences, Support for Grant Development
  + Experiential Learning (Academic Year and Summer); Operational and Programmatic
    - Study Abroad
    - Community Engagement
    - Internships
    - Undergraduate Research
    - Leadership Development
  + General Advising and Mentoring
    - Advising Corps, Freshman Seminar, Guided Pathways
    - Retention and Special Populations Advising (SSS grant – Tutor Connection, Summer and other Academic Bridges)
  + Academic Support (Registrar, ADA, Writing Lab, Academic Support Services)
  + Instructional Technology (including iPad initiative)
  + Administrative Technology
  + Academic Administration (Academic Affairs, Faculty Senate, Faculty Recruitment, IR)
  + Non-Disciplinary Professional Association Membership and Institutional Accreditation
  + College Library
* Special Revenue Centers
  + Center for Teaching Excellence
  + Summer Coursework and Programming
  + Grant-Funded Projects (e.g., Writing Grant, Healthy Appalachia)
  + Graduate Studies

Evidence Based Program Planning – saved for another meeting

**Regional Need**

* Employment Opportunity and Regional Need
* State-Level Strategic Direction and Investments
* Regional Economic Development Priorities
* Educational Gap (Minimal Duplication with other Institutions)

**Budget and Program Planning Process and Timeline**

* January
  + Compile information necessary for FY22 budget request and allocation (due Jan 22 to Heather Wilson)
  + Continue/Wrap up discussion of guiding principles in budget planning
  + Work with Scott and Institutional Research Staff to compile data and create reports for each academic unit
  + Follow up on engagement with potential UVA partners
  + Initiate engagement with intra-institutional and extra-institutional partners to gauge mission alignment and assess regional need and opportunity
* February
  + Wrap up discussion of guiding principles and share with Faculty Budget Committee and Senate, senior staff for input
  + Complete data reports and share with academic units for vetting, data clean up and alignment
* March
* April
* May
* Summer

Trisha will send a doodle poll to choose a set meeting time for the semester.