

# DARTMOUTH

## Council on Institutional Priorities ANNUAL REPORT FOR AY 23-24

### Membership:

<u>School, Department, Office represented:</u>	<u>Membership:</u>	<u>Name:</u>
A&S	COP (Faculty of A&S)	Mary Lou Guerinot
A&S	COP (Faculty of A&S)	Colleen Boggs
A&S	COP (Faculty of A&S), CPr Rep.	James Stanford
A&S	COP (Faculty of A&S)	Jim Feyrer*
Geisel	Geisel Faculty member	Mary Jo Turk
Guarini	Guarini Faculty member	Charlie Barlow
Thayer	Thayer Faculty member	John Zhang
Tuck	Tuck Faculty member	Jon Lewellen
Provost	Provost (or representative)	Dave Kotz
Executive Vice President	Executive Vice President	Jomysha Stephen
Finance & Administration	Chief Financial Officer	Scott Frew

\*Denotes Council Chair

### Charge as described in the Organization of the General Faculty of Dartmouth College (OGFDC):

1. To consult on administrative goals and institutional resource planning, by reviewing existing and preliminary budget and resource allocations over multiple fiscal years.
2. To meet with the President and Provost to discuss Dartmouth Faculty priorities within the larger context of institutional goals and budget allocations.
3. To meet with the deans of A&S, Tuck, Thayer, Geisel, Guarini, and the College to discuss needs of their constituent units and personnel.
4. To advise the President and Provost, form recommendations on all categories of the Central budget, including historical data and FTE numbers, and other recommendations as needed.
5. To make recommendations to the Provost on budgetary priorities for centrally-funded services that are shared across the institution.
6. To constitute, maintain, and oversee subcommittees as needed.
7. To consult with other councils and committees of the faculty as needed.
8. To submit a report to the General Faculty at the end of each academic year.

### Number of meetings during the past academic year:

The tempo of meetings for CIPr increased significantly this year to roughly two meetings per month of the full group, with each of these meetings preceded by a faculty only planning meeting. CIPr met 17 times as a full group. In addition, we had 2 meetings with the school Deans and 17 faculty only meetings. The agendas for these meetings are in an appendix.

### Activities for the past academic year, and how they address the charge of the council:

Please submit to [Office.of.the.Provost@dartmouth.edu](mailto:Office.of.the.Provost@dartmouth.edu) by **June 7, 2024**

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This was the first year since CIPr became a permanent council. It was also a transitional year, as the arrival of a new president changed the role of CIPr somewhat. For the first time, the majority of our meetings were attended by President Beilock and we discussed some non-budget topics. We also had Jomysha Stephen and Josh Keniston as regular participants on the administrative side. Despite these changes the focus of CIPr remained largely on the budget and related topics.

## Annual Budget Process

CIPr was regularly briefed on progress in putting together the FY25 budget. With a new administration and new personnel, the process was a bit more chaotic this year. While we were able to view budget requests, the Council felt that we had less opportunity to weigh in on these decisions than in past years. There are reasons to think that this may improve in the coming year. In particular, we see value in a move to delay having the trustees approve the budget to the June meeting, allowing more time for review. A review of the time path of FTEs at the end of the year was a useful addition to the data that we have available to evaluate the longer term budget path.

## Capital Budget

The move to a 5 year rolling capital budget was a significant improvement this year and allowed for a much more coherent discussion of institutional priorities moving forward. We discussed the Carbon strategy at several meetings and expressed concern at the anticipated costs. The modular nature of the project seems prudent and we recognize that much of the anticipated work is necessary even without an institutional goal of Real Carbon Zero. We would like to see the overall goals of the project be reevaluated on an ongoing basis against the costs. The other major area of discussion was housing. We were briefed several times by Josh Keniston about progress in this area. We appreciate the attention that the new President has given to this topic and significant progress was made over the last 10 months.

## The Arts and Sciences Project

We met three times throughout the year with Nina Pavcnik to discuss the proposed Arts and Sciences reorganization. CIPr is the only faculty governance group that includes members from all the schools so we were able to bring a more institutional perspective to the project. The faculty members of CIPr see many benefits to the creation of a School of Arts and Sciences and are supportive. Concerns were expressed about the reporting structure giving the proposed A&S Dean a reporting line to the president rather than the Provost. We produced a memo that outlined our thoughts more fully. This memo was circulated to the general faculty and is included in the appendix to this report.

## Staff Compensation

We met with the head of human resources, Sara Lester, to discuss staff compensation. The CIPr faculty are concerned that staff wages are failing to keep up with inflation and that this is putting pressure on staff recruitment and retention in all areas of the college. We have similar concerns about benefits. We outlined our thoughts more fully in a memo that is included in an appendix to this report. There is some organizational progress on this front as Sara Lester and her team begin to rationalize our salary structure.

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## Vaccine Revenues and the Medical School

For the last two years we have been asking questions about the distribution and use of COVID royalties that are being received by Dartmouth. These distributions have been building up as reserves with a plan to assemble a group to think about using the revenues in a more strategic and ambitious way. We also discussed the overall health of the Medical School Budget and proposals to use some of the revenues to eliminate the Medical School's long run deficit. CiPR notes that the whole institution benefits from a strong medical school, and believes that future plans for utilizing COVID royalties should primarily focus on the medical school.

## Shared Services

Shared services are an ongoing budgetary concern that directly impacts the budgets of the schools. We were briefed on progress toward a new shared services model but generally were frustrated at the slow pace of progress. We hope that the coming year will present opportunities to have a more productive conversation as we anticipate a new Arts and Sciences School being included in these discussions.

## Unionization

We discussed unionization at several of our meetings and invited Sandhya Iyer and Rachel Munoz to join us for one meeting. The main topic of conversation was the unionization of graduate students. Over half of the CiPR faculty are involved in the graduate program and one of our members, Charlie Barlowe, is a member of the bargaining team. The budgetary impact of graduate student unionization will be significant, and we anticipate future discussions about how this will impact graduate education and research going forward.

## Other Topics

We had brief discussions of other topics throughout the year. We discussed summer programs for high school students with Lamar Bunts and Caroline Kerr. We talked about the Dartmouth Dialogues project with Justin Anderson. We invited Anne Keith and Bob Lascher to discuss changes in Advancement. We discussed the Provost's proposed working groups on issues of free speech. We also spent time on the aftermath and implications of the May 1 protests at several meetings.

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## Key insights or recommendations:

- The FY25 budget increments for staff and faculty wages were inadequate to deal with the inflation of the last several years. We see this putting pressure on retention, recruitment and morale.
  - We appreciate that we are at the beginning of a comprehensive process to evaluate the staff salary structure, but regardless of the outcome of this process, the aggregate compensation pool will need to increase at a rate higher than inflation.
  - For the next several years we see the need to increase the pool by significantly more than current inflation to compensate for the unexpected inflation of the past several years.
- Unionization efforts are showing up in many areas on campus. Increases in the wage pool will make unionization less pressing.
- Graduate student unionization will impact the research mission of the college in significant ways that are going to put pressure on budgets going forward and raise questions about our long term strategy around graduate education.
- Housing costs are putting pressure on all areas of the college's operations from staff to faculty to graduate students. We are appreciative of the progress on housing over the past year and think it is vital to the long-term health of Dartmouth.
  - Early projects are sensibly focused on undergraduate beds. We have some concern that grad students, faculty, and staff needs are not being addressed directly. We need some tangible progress in these areas even if it does not involve new projects (for example, returning North Park to graduate housing).
- We continue to be concerned about the growth in shared services and the negative impact of these costs when distributed across Dartmouth's schools. The shared services group should be convened as soon as possible.
- Getting the A&S project off the ground and integrated into the budget process will be very important next year and should be helpful to the shared services conversation.
- The disposition of the COVID vaccine revenues continues to be of interest and we are hoping to see progress on this over the coming year. CiPR looks forward to providing perspective on this issue. We support the idea of being strategic with the portion of funds that are distributed to the provost's office and are hopeful that this will be part of a larger strategy to strengthen the Medical School. Advancement should be a part of this conversation.

## Recommended topics of the council to consider in the coming year:

The topics for next year reflect our ongoing concerns and standing priorities.

- FY26 budget
- Capital Budget
- A&S reorganization
- Shared Services
- Faculty and Staff Compensation
- Housing
- Grad Student Unionization
- Vaccine Revenue
- Medical School
- Undergraduate Enrollment

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Report Completion Date: 06/12/24

Please submit to [Office.of.the.Provost@dartmouth.edu](mailto:Office.of.the.Provost@dartmouth.edu) by **June 7, 2024**

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## Appendix

### Agendas

9/11/23

1. Budget timeline and general update from Scott.
2. Our overall plan for the term/year.
3. The new org chart
4. Housing
5. Elmo backstory

Attachments from the President

10/9/23

1. A&S Future (w/ Nina Pavcnik and Huron)
2. Budget update
3. Shared Services
4. Rolling 5 year capital plan
5. Real Carbon Zero
6. Infrastructure Renewal
7. Vaccine revenues

10/17/23 (with Deans)

1. The new 5 year rolling capital budget process
2. A&S transformation
3. This year's annual budget
4. Other points of concern

10/23/23

1. Budget update
2. Rolling 5 year capital plan
3. Infrastructure Renewal
4. Shared Services
5. Real Carbon Zero
6. Vaccine revenues

11/6/23

1. Summer programs (with Lamar Bunts and Caroline Kerr).
2. Follow up questions from last meeting.
3. Energy and Climate Strategy (Josh Kenniston).

11/20/23

1. Budget update -- budget assumptions (Scott)
2. Shared services
3. Carbon Zero (Josh)

12/4/23

1. Shared services
2. Energy Plan follow up
3. Budget requests

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## 4. Budget assumptions -- Staff pool

1/8/24

1. Dartmouth Dialogues (with Justin Anderson)
2. Budget update
3. Staff Compensation (with Sara Lester)

1/22/24

1. Budget update
2. Plans for the rest of the year
3. Shared Service IT memo (time allowing)

2/5/24

1. (Kotz, Pavcnik) A&S Future Project
  - a. Guests: Nina Pavcnik, Ashley Pierce
  - b. Read-ahead attached

3/4/24

1. Wage pool memo
  - a. Read-ahead: Clpr Wage memo follow up
2. Budget updates
3. A&S reorganization

3/5/24 (with Deans)

1. A&S Futures project
2. Shared Services

3/11/24

1. Spring Agenda planning
2. Shared Services

3/29/24

1. Advancement, with Ann Root Keith and Bob Lasher, 40 minutes
2. A&S reorg, with Nina Pavcnik

4/5/24

1. Unionization issues (with Sandhya Iyer and Rachel Munoz)
2. Advancement Discussion Follow up
3. Other Business

4/19/24

1. Unionization
2. Vaccine revenues/Med School
3. Shared Services
4. Capital Projects update.

4/30/24

1. Shared Services
2. Capital projects

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3. A&S
4. Unionization
5. Advancement
6. Other business

5/17/24

1. May 1 and its implications for Institutional priorities
2. FTE's and shared services (Scott)
3. Update on Building timelines (Josh)

5/31/24

1. FTEs and shared services (follow up from last meeting)
2. Housing (follow up from last meeting)
3. Vaccine revenues / med school
4. Plans for new Provostial Working Groups
5. The future of CIPr.