

Responses to GTFF Questions

1) There still remains some confusion over how the budgets are decided. Who specifically makes those decisions? At what level are those decisions made?

Decisions about overall general fund budgets for academic and administrative units are made by the Provost. Within each academic or administrative unit, the unit head (Dean, Vice-President, Vice-Provost) makes decisions about how the funds are allocated.

2) We have a better understanding of why E&G is separate from the rest of the budget. However, it seems that money within the E&G budget is (relatively) fluid and can and does get moved around. Can you explain how this happens? (For example, a large chunk of money was directed toward the Law School in the last budget cycle that was not a reflection of its internal revenue. How was this decision made?)

The Provost makes the decisions about how general funds are allocated to the academic and administrative units each year. This past year, several schools and colleges, including CAS, Law and AAA faced difficult budget situations due to market conditions. Each of these units received additional funding, approved by the Provost, to help stabilize their budgets. Each year the Provost forms a 22 person Budget Advisory Committee of faculty, students and staff that provide advice and counsel on critical strategic investments.

3) When building new buildings with directed donations, how do decisions get made about the internal facilities within those buildings? For example, the new education building has almost no office space and not a lot of classrooms. Are these decisions made by the donors? Or is there input from the campus community about what is needed?

The internal facilities needs for each project are identified by the sponsoring unit (for example the College of Education or the School of Music). These needs are typically based on growth requirements for the unit, new initiatives within the unit and will also typically include issues that have been prioritized by the university such as general university classrooms. Campus planning staff, as well as external architects, help to translate the needs into actual square footages and help organize and describe the design implications. Each project has a user group generally composed of faculty, staff and students that help to guide the design decisions for the project. Final designs are approved by the President and Provost. Donors are not typically involved in the needs assessment or design process.

4) Within the E&G budget, can you break down the line for Salaries and Wages between administrative and other salaries? Specifically the claim was made in our meeting that the largest strain on the E&G budget is this line and that's "largely" do to the various CBAs. However, it is also a fact that administrative positions and salaries have increased and we would like to see the breakdown of that in the budget and over time.

The Salaries and Wages budget is composed of the following groups of employees:

1. Faculty: approximately \$110 million

2. Officers of Administration: approximately \$68 million
3. Classified Staff: approximately \$36 million
4. GTFs: approximately \$20 million
5. Student workers: approximately \$6 million

It's important to note that the Officers of Administration category includes almost 1400 staff who work in both the academic units, as well as the administrative units. These staff are in a broad range of positions including career counselors, academic advisors, office managers, campus operations managers, risk management professionals, etc. Over the last three years, salary increases for Officers of Administration have been similar to salary increases for faculty, however, they have not been eligible for the equity pools and the salary floors that have been available to certain faculty groups.

CAS Specific Questions:

1) Several stewards have had direct conversations with their Dept Heads within CAS about how budgeting works and have been told that the department's hands are largely tied in how they can spend their funds. (There may be a small amount of discretionary funds, but that the major budgeting decisions are largely made for them). This is in contrast to what Dean Marcus presented on Tuesday. Can you give a more specific accounting of how department funds are distributed and to what extent individual department heads have discretion over the use of those funds?

CAS provides each department with the funds necessary to pay for all payroll expenses (faculty, staff, GTFs and students), as well as some Services and Supplies funds ("S&S" funds) for other expenses such as travel, equipment, and supplies. As over 95.5% of CAS's budget is invested in personnel (including GTFs), most of the budgets that are provided to the departments are used to cover these expenses. Department heads have discretion as to how to spend: the S&S funds (which are allocated based on a formula that takes into account number of faculty, number of graduate students, and classes offered); foundation funds (i.e. donor funds); and summer school revenues after expenses are covered. In addition, departments make resources requests to CAS each year for personnel and program expenses. These requests are reviewed by the dean's office and awarded based on revenues that are available and the importance of the request relative to those from other departments. Finally, there are a number of restricted accounts (e.g. startup funds for individual faculty) that departments may allocate to uses specified by the account (e.g. research support).

2) How much control or active involvement does CAS have in the balance of GTF, NTTF, adjunct, post-doc, and faculty positions within CAS departments, especially in light of the poor academic job market?

The majority of CAS's budget is allocated through the Academic Budget Model. Within that budget, CAS leadership makes decisions about how to allocate funds between GTF, NTTF, adjunct, post-doc and tenured faculty positions within each department. Because the tenure track lines are largely locked in place and because CAS has to offer approximately the same

curriculum from year-to-year, the college typically does not make large changes in the relative distribution of funds from year-to-year.

3) Since enrollment numbers play a role (though are not entirely deterministic) in determining department resources, how are student enrollment numbers determined? Is this solely a function of credit hours within the department? Or does it include some measurement of declared majors? If so, how do double-majors calculate?

The Academic Budget Model allocates funding to the schools and colleges based on different criteria for undergraduate and graduate education. Funding for undergraduate education is based on (1) Student Credit Hours, (2) Majors, and (3) Degrees. Funding for double-majors and double-degrees is split between units. Funding for graduate education is based on tuition dollars collected. It's important to note that the Academic Budget Model allocates funding to the schools and colleges. Within the Schools and Colleges; it does not dictate how funds are distributed. Those decisions are made by the Dean.