The Budget

• Budget model progress
• Broad UD budget changes and implications
• Prognostication
• Implications for CAS in a post-RBB world
Budget model progress

• Middle States accreditation review starts in January, pre-req is a budget model and strategic plan
• Budget model by the end of December
• Subcommittee work essentially done
• Final plan hammered out by Deans, Provost, VP for Strategic Planning and Analysis, Budget Office
Broad UD Budget Changes and Implications

- **Strategic Investments (near term)**
  - Faculty hiring
  - Capital projects
  - Deferred maintenance

- **Allocating resources in advance of revenue**
  - Bonds (note no change to bond rating)
  - Faculty hiring
  - Capital projects and deferred maintenance

- **President and Faculty hiring, strategic hiring plans**

- **Reserves**
  - Strategic use of reserves
Prognostication – Budget Model

• Three parts
  – Base allocation tied to expenses
  – Targeted incentives aligned to strategic plan
  – Smaller level of reserves

• Metrics
  – Student credit hours
  – Majors
  – Research funding
Operating in a post-RBB world

- Department reserves – have a plan
- Launching new programs/initiatives
- College discretionary funding
- Faculty hiring

Importance of good arguments!
Guiding Questions

Guiding Question #1
How can we fairly and transparently develop and execute a principled long-term plan for the College of Arts and Sciences and its units that prioritizes and addresses opportunities and challenges in the key areas of faculty and staff planning, space, diversity, academic programming, and community engagement?

Guiding Question #2
How do we effectively organize the College of Arts and Sciences to maximize our potential for success in scholarship, education, community engagement, and diversifying the institution?

Guiding Question #3
How can we simplify our processes and bureaucracy to leave more time for our multi-faceted mission of scholarship, teaching, community engagement, and so as to facilitate interdisciplinary efforts?

Guiding Question #4
How do we prepare for the future in light of the changing nature of higher education and dramatic changes in student demographics in such a way as to best prepare global citizens for a 21st century world?
Guiding Question #1

How can we fairly and transparently develop and execute a principled long-term plan for the College of Arts and Sciences and its units that prioritizes and addresses opportunities and challenges in the key areas of faculty and staff planning, space, diversity, academic programming, and community engagement?
Faculty hiring

Number of Hires Needed Per Year, Scenario 3: Hire as fast as is realistic

- Maintain 1250 faculty
- Add 250 new faculty Scenario 3
How we’re evaluating department faculty hiring requests

- Does the department have a clear strategic hiring plan?
- The need to maintain the academic integrity of programs/disciplines, i.e. the need to ensure certain key knowledge areas are covered. This applies at both the undergraduate and graduate levels as well as in terms of scholarship. Department maps are useful here.
- The opportunity to make a key contribution to a productive research group or to tie groups across departments or colleges together in an interdisciplinary manner.
- Demand and capacity, ratio of majors to faculty FTE, SCH to faculty FTE.
- The chance to tie the unit more strongly to strategic priorities of the college or university.
- The opportunity to further diversify the faculty. (strategic/unique opportunities)
- The opportunity to create new academic programs with clear demand or provide new and important capabilities for enhancing student success.
- Leadership and APR timing, for example, are we looking for a new chair? Is the department in the middle of an APR?
- Does the department mentor and support junior faculty well? Are they rigorous in their hiring and P&T practices?
- Can we accommodate the new hire? Office space? Laboratory space?
Guiding Question #3

How can we simplify our processes and bureaucracy to leave more time for our multi-faceted mission of scholarship, teaching, community engagement, and so as to facilitate interdisciplinary efforts?
Questions & Pumpkins