2017 Budget and Resource Presentation by Academic Affairs

James Haynes, Provost
April 20, 2017

Budget Highlights (1)

• Total budget amount
  – 2016-17 Received: State ($42.4M); IFR Fees ($3.4M)
  – 2017-18 Projected: State ($43M, +1.4%); IFR Fees ($3.5M, +2.9%, if all proposed fee increases approved)

• Rollovers
  – 2015-16: State ($740K); IFR ($273K)
  – 2016-17 (est.): State ($250K, -196%); IFR ($250K, -9.2%)

• Assumptions underlying the budget
  – Stable undergraduate and graduate enrollments
  – Projected and estimated targets above achieved

Budget Highlights (2)

• Major spending allocations for 2016-17
  – Faculty lines: 23 replaced & 5 new; net cost ~$110K
  – ~$180K salary savings in Provost’s office
  – ~$180K for EAB/APS memberships
  – Equipment replacement: ~$130K → 4 schools

• Management of AA budget cuts/reductions
  – 4% OTPS/S&E All Funds permanent cuts to AA: $413K
  – $100K from my budget; rest from schools & units
    • So far, no requests for help

Budget Highlights (3)

• Major spending allocations for 2017-18
  – Faculty, professional & staff lines: replace vacated & hire new strategically to match $$$ with student needs

• Management of 2016-17 AA budget cuts/reductions
  – Process to rationalize/increase OTPS allocations to units

• ITS initiatives: off-campus data storage & security
  – Free ITS staff for delayed projects, customer service & assisting faculty with online courseware/pedagogy
Budget Highlights (4)
- Fee increases: See Appendix A on BlackBoard
- Surpluses: Fewer admin lines saved by AA reorg ➞ ~$630K/year starting in 2017-2018
- Deficit 1: Temporary Service for adjunct faculty instruction
  - Expecting $500K deficit for 2016-17 = $300K annual structural + $256K from President’s TFBP reduction
  - Solution: improved instructional efficiency & future surpluses starting in 2017-18

Budget Highlights (5)
- Deficit 2: One-time payments to EAB/APS from 2014-17 totaling ~$390K
  - Solution: no more “memberships” and improved instructional efficiency using APS dashboards starting in 2017-18
- Deficit 3: A number of unit-level programs are funded from my budget
  - Solution: Transfer $$$ and decision-making responsibility to the new school deans and chairs

Critical divisional needs (1)
- Rationalizing chair/faculty release times/stipends
  - Solution for chairs: Metric, based on key workload factors, to determine #course releases & increase AY/summer stipends
  - Solution for faculty: Annual requests for course releases or extra service compensation/stipends
    - Deans & chairs responsible for decisions within their budget allocations

Critical divisional needs (2)
- Increase number of GAs & their stipends
  - Increase number by ~50%
  - Increase stipend: $6K to $9K per year with regular increments until stipend averages $12K/year
  - Fund one new GA in each graduate department to recruit an exceptional student
  - Fund one new GA for each faculty member bringing in ≥$100K of external funding per year
- Increase annual equipment replacement fund by 100% to $250K
Critical divisional needs (3)

- Align unit S&E budgets with current needs vs. decades-old incremental budgeting
  - Departments in each school engage in zero-based budgeting exercises with their deans
  - Deans & provost determine budget allocations to each school
  - Each dean determines budget allocations to their departments & other units
  - Decentralization & local decision-making

BRC Action Requests

- Please endorse
  - AA fee requests (Appendix A)
  - Plans for shifting division resources as conditions permit: chair/faculty release time/stipends, GA number/stipends, doubling equipment replacement funds, zero-based budgeting for all units
  - Using annual savings on administrative overhead in the division to address the needs of students, faculty and staff in AA

- AA prime directive: rational/equitable distribution of work loads and resources

2017-18 Priorities (1)

- As they relate to:
  - The Division and its departments: see above
  - Areas for Strategic Investment: see above
  - How did assessment information influence resource allocation decisions and support unit goals or objectives?
    - Advisory group feedback (3 faculty/student, ~80/semester), deans and chairs & directors: ~15, 2h meetings in F16/S17

2017-18 Priorities (2)

- As they relate to:
  - How AA is bringing unit level planning & priorities into alignment with Strategic Plan 2017-2022, Building a Better Brockport?
    - In F17 each academic department & supporting unit (Vice Provost’s office programs, Graduate Studies, International Education, Assessment, LITS) in AA will develop its Strategic Plan in alignment with the College’s plan
    - In S18, the 3 schools will develop their Strategic Plans and the Academic Affairs Leadership Team will finalize the AA Strategic Plan based on its units’ Strategic Plans
Use of Resources (1)

<table>
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<tr>
<th>Year</th>
<th>Faculty</th>
<th>Professional</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>328</td>
<td>183</td>
<td>F: -1.0% / P: 4.3%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>339</td>
<td>186</td>
<td>F: 3.4% / P: 1.6%</td>
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<tr>
<td>2013-2014</td>
<td>328</td>
<td>184</td>
<td>F: -3.2% / P: -1.1%</td>
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<tr>
<td>2014-2015</td>
<td>327</td>
<td>181</td>
<td>F: 0.3% / P: -1.6%</td>
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<tr>
<td>2015-2016</td>
<td>337</td>
<td>185</td>
<td>F: 3.1% / P: 2.2%</td>
</tr>
<tr>
<td>2016-2017 (est.)</td>
<td>333</td>
<td>185</td>
<td>F: -1.2% / P: 0.0%</td>
</tr>
</tbody>
</table>

State Balance Rollover – June 30, 2016: $740K

Use of Resources (2)

- Faculty & Staff FTE – hiring plans for 2017-18
  - Position requests due May 15
  - 1st estimate of 2017-18 $$$ available expected 6/30
  - In July, deans & I will set hiring priorities
- Position management
  - Fill vacancies and hire new staff so as to ease work loads in under-resourced units
  - Scrupulously follow the College’s new salary policy using CUPA and other national data bases

Use of Resources (3)

- Use of Priority Needs Funds
  - Move Temporary expenses to Permanent budget accounts as soon as resources permit
- Divisional re-deployment or elimination of existing resources
  - In progress with reduction of school number, more efficient use of adjunct & fulltime faculty, minimizing of administrative overhead in AA

Use of Resources (4)

- Investment (see above) & Divestment (none) priorities
  - Investment Fund Proposals (IF² & IFCN): awaiting final funding decisions
- Expansion of existing activities (see above)
Other Budget or Resource Information (1)

• Cross-divisional projects
  – VP of Administration & Finance
    • New EAB/APS budget models & campus-wide strategic planning & budgeting
    • Combined large equipment & boat storage building
  – VP of EMSA
    • Integration of HIPs & CHIPs into undergraduate experiences to improve learning & retention
    • Reworking of GEP 100 using best national practices to promote academic success & retention

Other Budget or Resource Information (2)

• Critical Needs for the next 5 years
  – Rehab Projects
    • Edwards: CMC/JRB labs & studios
    • Smith: replace 10-year-old NMR
    • Lennon: 136 → student room, more A&P labs & faculty offices (no room for more faculty)
    • Hartwell: HHP & BUS (5 new) offices, 105 computer lab
    • Cooper: new IAS space after ASC moves to Brown, Anthropology lab & office suite

Other Budget or Resource Information (3)

• Critical Needs for the next 5 years
  – Capital Plans
    • Gut and redo Tuttle, Holmes and Drake
    • Grounds equipment, boat & vehicle storage barn
    • Lennon extension: WQ & A&P labs, faculty offices
    • New Science building
    • New Health Sciences building?

Additional Supporting Materials

– Appendix A: Fee proposals for 2017-18—new & increased
– Appendix B: 2015-16 Division State Balances
– Appendix C: 2017-18 Divisional Priority Needs Funding

• Questions?