

School and College Allocations and Finances

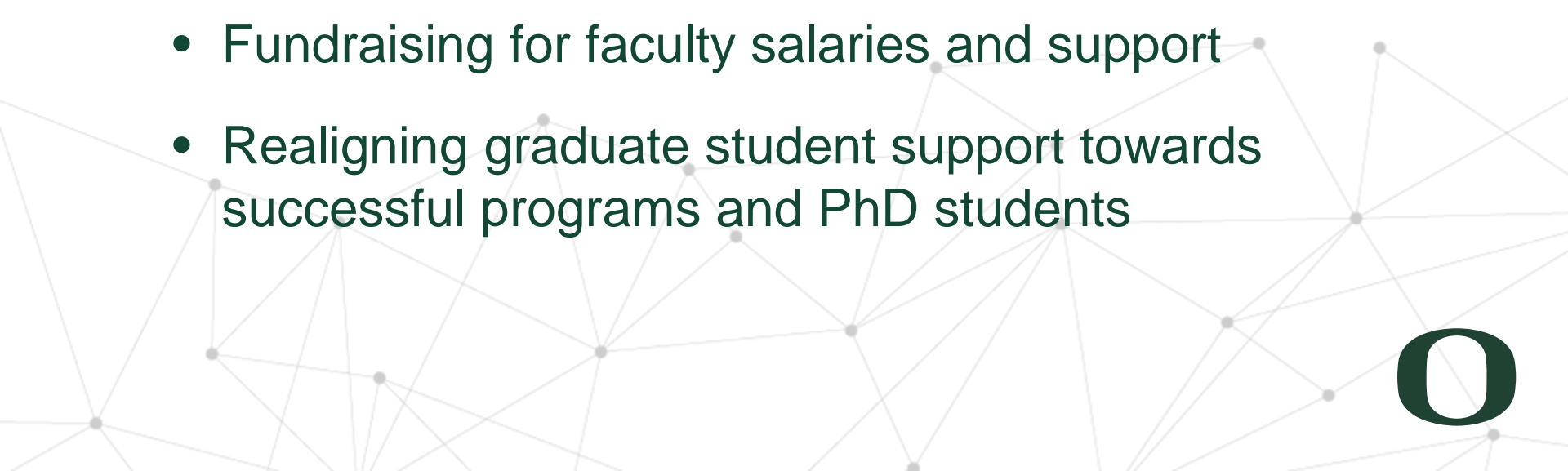


- As of FY19, we have a new fully formed Budget Allocation System for our Schools and Colleges.
 - As importantly, we have established new tools for tracking and forecasting both expenditures and allocations.
 - We have established expectations for collaboration between the Deans and the Provost on financial matters.
 - We have shifted the emphasis of key financial decisions and allocations closer to the mission of the institution through:
 - The Institutional Hiring Plan
 - Annual GE allocations based on student success metrics
 - Well-planned growth of new and existing graduate programs
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Incentives for Deans



- Collaboration with each other and with the Provost
 - Long-term programmatic and financial planning
 - Tenure Track Faculty
 - Incentivizing external research support
 - Fundraising for faculty salaries and support
 - Realigning graduate student support towards successful programs and PhD students
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Challenges in the first few years



- Acculturating to collaboration with each other and with the Provost
- Acculturating to long-term programmatic and financial planning
- Learning to use and trust new financial tools that focus primarily on personnel levels

Strategic Planning for Deans and the Provost



Academic strategic planning revolves almost entirely around:

- Faculty
 - The allocation model automatically links to faculty funding.
 - The IHP implies that Deans must collaborate with the Provost on this strategy.
- Program Development
 - The model directly funds graduate program development through tuition.
 - Undergraduate program development must be coordinated with the Provost, thus avoiding some of the pitfalls of our previous budgeting model.
- Student Success planning
 - This is tougher. We have metrics that roughly measure local student success and in the long term those metrics will provide evidence for increased investment or disinvestment.
 - That said, Student Success is clearly a high priority for the institution and there is nothing in the allocation model to get in the way of pursuing the goal.


Academic Allocation Components	General Description of The Item(s) Allocated	FY19 % of Total	FY19 \$ <i>Total = \$280M</i>	Annual Change Process (Primary Decision Maker)
Tenure-Track Faculty (TTF) BASE	Salaries and OPE for all TTF, including deans	51.2%	\$143M	Institutional Hiring Plan (Provost); inflation is automatic
Graduate Employee (GE) BASE	Salary, insurance, and fees for a specific number of GE terms	9.9%	\$28M	Annual analysis of Graduate School metrics (Provost and Grad School Dean) + conversations with school/college deans
Graduate and Differential Tuition less fixed tuition holdback ¹	All graduate tuition and differential tuition paid for a specific program or school/college, less a fixed holdback	17.7%	\$50M <i>(\$70M less \$20M)</i>	Activity- and tuition-based (dean); the holdback increases with salary increases + negotiated deltas (Provost and deans)
Summer Tuition	Tuition revenue per student credit hour (SCH) for summer instruction	4.4%	\$12M	Activity- and tuition-based (Dean)
General Operating Allocation (GOA)	Lump sum allocation to schools/colleges	15.9%	\$44.5M	Increases with general inflation +/- adjustments based on Provost's discretion and negotiations (Provost)
Program Investments	Specific short-term investments in new programs or short term financial issues	0.9%	\$2.5M	Annual conversations between deans and Provost (Provost)

¹Tuition Holdback: A lump sum reduction of graduate/differential tuition used to pay for increased central costs associated with program growth, possibly including new faculty.



Finally, a Work in Progress: On-line education



- We have not established the financial paradigm for on-line education.
 - Based on past experience, this must be done carefully.
 - But once we know what our particular on-line goals are – it should not be difficult to bolt on an on-line financial structure that is overall beneficial for the institution.
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Some Resources: Added 6-13-18



- Allocation Model Handbook:
<https://provost.uoregon.edu/academic-allocation-model>
 - Operational Metrics:
<https://provost.uoregon.edu/institutional-metrics#operational>
 - IHP:
<https://provost.uoregon.edu/ay2018-19-institutional-hiring-plan>
 - Me: shelton@uoregon.edu, 6-4003.
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