4 Component Approach

- Holistic University Design
  - Speaks to: **Strategic Intent**, programmatic priorities (development, size, resources, support)

- Productivity Guidelines
  - Speaks to: **Quantity**, resource utilization and deployment, strategic intent (sponsored research, student scholarship, curriculum delivery)

- Promotion & Tenure Expectations
  - Speaks to: **Quality**, faculty incentives, strategic intent (faculty scholarship, curriculum development and delivery, institutional and professional service)

- Budget Model
  - Speaks to: **Resource allocation**, programmatic incentives, strategic intent (align resource deployment, expand resource base, drive program development)
Methodology

• Operating, instructional and research support will be allocated based on the budget model
• Productivity model will be used to define academic expectations
• Faculty lines and adjunct budgets will be allocated based on the productivity model
• Outcomes will be assessed after the first year and adjustments made accordingly
• Phased, iterative approach
Strategic Intent: Quantity, Quality, Resource Allocation

• Ensure and promote equity in delivery of strategic academic activities
• Build reputation
  – Drive growth in thesis based Graduate enrollment
  – Drive growth in externally funded research
  – Recruit, retain, and promote high quality faculty
  – Promote and reward innovation
• Align and expand resource capacity
  – Align resources with strategic activities
  – Utilize capacity in summer
  – Drive growth in non-thesis Graduate enrollment
• Maintain UG enrollment at current levels
Budget Model

• Allocate operating support, instructional support and research support through metric-based allocation utilizing appropriate weighting factors.

• The budget will be calculated and allocated at the College level.

• Proposed allocation is:
  – Operating support (non-labor) $X per student credit hour
  – Instructional support of $14,000 (one student) for every X student credit hours provided
  – Research support for first year PhD students will be funded at 50% of the total 3 year rolling average of PhD graduates in the department at $33,000 (one student) each

• Additional incentive based funding opportunities
# Budget Model Allocation Example

<table>
<thead>
<tr>
<th>facts</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In Fiscal Year 2015 College A delivers 10,000 weighted student credit hours (WSCH)</strong></td>
<td></td>
</tr>
<tr>
<td>Operating (non-labor) support is $5/WSCH</td>
<td>Operating (non-labor): $5 x 10,000 = $50,000</td>
</tr>
<tr>
<td>One student (hourly or TA) is provided for every 500 WSCH delivered</td>
<td>Student support: 10,000/500 x $14,000 = $280,000</td>
</tr>
<tr>
<td>Over the last three years (2013-2015), College A graduated, on average, 10 PhD students each year</td>
<td>Research support: 10 x 50% x $33,000 = $165,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total (non-labor) budget for College A: $495,000</strong></td>
</tr>
</tbody>
</table>
### Summary of Proposed Incentives

<table>
<thead>
<tr>
<th>Incentive</th>
<th>Proposed</th>
<th>Rollforward Allowed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chargeout</td>
<td>Salary to department if class held, if class not held $8,500 of salary to college and balance to department, fringe to university</td>
<td>Yes</td>
</tr>
<tr>
<td>Sabbatical</td>
<td>Salary to college and allocated as needed, fringe to university</td>
<td>Yes</td>
</tr>
<tr>
<td>Leave without pay</td>
<td>Salary to college and allocated as needed, fringe to university</td>
<td>Yes</td>
</tr>
<tr>
<td>Summer (Non-Field)</td>
<td>35% of gross revenue for overhead; net revenue (after direct expenses and overhead) split: 60% to department, 10% to the college, and 30% to the innovation fund</td>
<td>Yes</td>
</tr>
<tr>
<td>Non-Thesis Masters</td>
<td>Student credit hours flow through regular model and additional $50/CH is allocated to the department for overall growth in all programs under that department using a 3-year average of total student credit hours. All interdisciplinary programs incentives will be distributed to those programs directly and will not be included in department allocations.</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Consideration of fees TBD**
Summer Model

- Excludes mandatory field courses
- Shared revenue based on:
  - Department level calculations
  - 35% of gross summer revenue to overhead
  - Net revenue (total revenue-less overhead-direct expenses):
    - 60% to department
    - 10% to college
    - 30% to innovation fund
  - Academic year course offering requirements that are met as follows:
    - 100 - 200 level must be offered in fall and spring
    - 300 - 400 and above must be offered in fall or spring
    - New courses and electives are exempt
  - Department surplus/deficits allocated to department
- Implement Summer I 2017
### Summer Model

#### Example

**Facts:**
- Department A delivers 150 student credit hours for qualifying summer courses.
- Resident tuition is $523 per credit hour for Summer I 2017
- Faculty and student support for these courses totals $40,000

**Allocation:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$78,450</td>
</tr>
<tr>
<td>Overhead</td>
<td>(27,457)</td>
</tr>
<tr>
<td>Direct Costs</td>
<td>(40,000)</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>$10,993</td>
</tr>
</tbody>
</table>

Department receives (60% of net) $6,596  
College receives (10% of net) $1,099  
Innovation Fund receives (30% of net) $3,298
Masters Non-Thesis Incentive

- Student credit hours flow through regular model
- Additional funding provided of $50 per SCH (= X2 of normal allocation) for three-year rolling average of SCH enrollment for initial base allocation
- Annual base adjustments up or down at $50 per SCH for three-year rolling average change in enrollment
Masters Non-Thesis Incentive

Example

Department A delivered the following Non-Thesis Masters student credit hours over the past four years:

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>900</td>
<td>878</td>
<td>930</td>
<td>950</td>
</tr>
</tbody>
</table>

Allocation:
2015: 902.67 x $50 = $45,134
2016: 919.33 x $50 = $45,967
Productivity Model: Intent

Recognize:

• our central mission is to deliver quality educational experiences to our students,
• the practical need for resource generation through effective use of existing staffing,
• that institutional reputation is built on strength of faculty research and graduate mentoring, and
• there is broad spectrum of individual abilities, strengths, and interests that can contribute toward advancing our institutional objectives
# Productivity Model

## Instructional Load Target (Student Credit Hours per AY)

### Tenured Faculty

<table>
<thead>
<tr>
<th>Annual Research Expenditures</th>
<th>Thesis and Dissertation Advisees (as primary advisor)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>≤ 1</td>
</tr>
<tr>
<td>&lt;$25k</td>
<td>720</td>
</tr>
<tr>
<td>$25k - $100k</td>
<td>675</td>
</tr>
<tr>
<td>$100k - $200k</td>
<td>630</td>
</tr>
<tr>
<td>$200k - $400k</td>
<td>585</td>
</tr>
<tr>
<td>&gt; $400k</td>
<td>540</td>
</tr>
</tbody>
</table>

### Tenure-Track Faculty

| 0 - 2 Years in Position     | 180 |
| 3 - 5 Years in Position     | 240 |

### Teaching Faculty

| 840 |
Implementation Specifics

- Aggregate targets set at College and Departmental levels. Within these targets, DHs have authority to derive specific faculty targets.
- Student Credit Hours: All AY courses, 100 through 600 levels.
- Expenditures:
  - All (direct and indirect) 4- expenditures
  - All gift expenditures, 6-, with 1200 program code.
- Charge-out at 12.5% AY salary: equals 120 SCH.
- Internal buy-out at cost: equals 120 SCH for course release, generated SCH for course reassignment.
- Center Directors (>5M AY expenditures), DHs, considered 50% with regard to SCH targets.
- Used in determining areas of resource need (e.g., additional faculty lines, etc.).
Implementation

Fiscal Year 2017

- Hiring decisions considering impact of productivity model for fall 2017 start
- Develop TA allocations for FY2018
- Develop summer process
- Assess model and make adjustments

Fiscal Year 2018

- First year transition (50% implemented) of productivity model and budget model allocation
- Assess model and make adjustments

Fiscal Year 2019

- Full implementation of productivity and budget models
- Assess model and make adjustments