

UNIT FEEDBACK ON RECENT ACADEMIC AFFAIRS BUDGET ALLOCATIONS

CHALLENGES FACING AA UNITS

1. Our unit / college continues to be underfunded.
2. This underfunding is particularly noticeable in funding instruction, faculty and staff development, maintenance of equipment and facilities, funding student support systems, funding growth in enrollment, and funding faculty and staff recruitment and retention.
3. Recognize the complexity of AA unit / University budget. There are the challenges of managing different income streams and the accounting for the uses of *all* (total) sources.
4. Increasing costs of programs X, Y, Z.
5. Understand the ABC/DE model but suggest the need to review its underlying assumptions to make sure they reflect new realities.
6. Timing of AA allocations to its units. The earlier the allocation, the greater the opportunity for planning and consultation with units.
7. The development and execution of the Equity Plan has created a lot of frustration.
8. Return, in part, to an enrollment-based funding model. We need a sustainable budget model.

PERCEIVED AREAS FOR IMPROVEMENT

1. Future allocation models should reflect both an historic and a future orientation. We need a funding model that is based on a realistic portrayal of costs. And we need a strategic component that addresses unique (*future*) opportunities that will enhance our portfolio of distinctive programs.
2. Review and reconsider the allocation of scarce academic resources: AWTUs, CCFs, SLF, CERF dollars, grants/contracts funds and interdivisional transfer of funds
3. Tracking expenditures to ensure appropriate and effective use of all sources.
4. Improve budget transparency at both university and divisional levels. Share best practices? Hold meetings with AA/Ss.
5. Eliminate uncertainty about carry-forwards.
6. Continue work on inefficiencies (curriculum and administration) and improve effectiveness.
7. Improve interactions with HR and clearly identify decision authority versus service / consultancy.
8. Explore / define the role of external funds in the operations of the University.
9. **Overall:** Return to sufficiency, consistency and predictability.