

**Budgetary Affairs Committee  
End of Year Report  
April 20, 2015**

**Meetings and Minutes**

The Budgetary Affairs Committee (BAC) met on the following dates during the 2014-2015 academic year, and minutes have been approved and submitted for all dates: October 1, November 5, December 3, February 4, March 11, and April 1.

**Major Goals and Accomplishments**

The BAC began the year by reviewing and approving minutes from the May 2014 meeting and the BAC end-of-year report. The committee also reviewed last year's recommendations for this year's committee work and decided to focus on the following areas: entrepreneurial activities, policies and procedures for budget decisions, merit policies across units, IDC and Salary savings policies across units.

Accomplishments for the year included

- **Monthly budget updates** from Associate Dean and Business Office to increase communication and transparency in fiscal matters.
- **Focus on SCH and Entrepreneurial Activities:** Across several BAC monthly meetings, data about student credit hours (SCH) generation in the COE and across its units were shared. Concerns were expressed about decreasing SCH over the past couple of years. Ideas for increasing SCH generation were discussed, including beefing up our recruitment efforts (e.g., getting more high school graduates to major or minor in education) and increasing our entrepreneurial activities (e.g., developing a new undergraduate major in education), as well as revamping some existing courses (e.g., Introduction to Education) and developing new courses (e.g., Grand Challenge course) in order to attract more students from across the campus. There was also discussion about the need to restructure our recruitment efforts, to align program development and faculty hire with the market needs and state priorities, to reconcile our mission as both a land-grant and an elite public AAU institution, and to engage FPC's Long Range Planning Committee in conversation about these issues.
- **Budget Models and Budget Decisions:** There was some discussion about whether the university will inaugurate a new budget model with the arrival of its new president from Cornell. The vibe is that the current budget model is likely to continue, at least for the foreseeable future. This means that no major changes are coming in the next year or two. An interesting new budget model called "Unleashing the Deans" (<http://chronicle.com/article/Colleges-Unleash-the-Deans/151711/>), recently reported in the Chronicle of Higher Education, was brought to the committee's attention. The model promotes decentralization of budgets, with each Dean getting a lump of money to run his/her college in ways s/he sees fit. On a side note, the university is launching a

3.2 billion development campaign aimed at enhancing its financial health and academic competitiveness.

- **Merit Process and Outcomes:** We had a discussion about the merit allocation process in the college. It was noted that while each unit has a merit policy and a process for awarding merit, there is considerable variation across units in merit distribution. It was suggested that grievance regarding merit awards be handled by the Faculty Affairs Committee.
- **Academic Analytics (AA) as a Measure of Faculty Productivity:** The university has purchased Academic Analytics (AA). AA data suggest that COE faculty compared very well with other COE faculty across the country in most measures of faculty productivity ranging from research funding to publication. Areas in the greatest need of improvement, especially when compared with COE peers in AAU institutions, are citation and national awards. We had a discussion regarding the implications of these data for tenure and promotion, CRIF, merit, and long range planning. It was noted that AA data can be informative at the college level, but perhaps not particularly helpful at the individual faculty level. Concerns were raised regarding AA's validity, value, relevance, and application. It was suggested that these issues also be investigated by other FPC committees such as Long Range Planning, Faculty Affairs, and Tenure and Promotion.
- **IDC and Salary Savings.** We did not discuss this matter because each school and the college now have policies in place for Salary Savings and IDC. Two web documents created by last year's BAC committee are available for viewing and comments: Guidelines for IDC and Salary Savings Policies (<http://education.ufl.edu/faculty-policy/policies/>) and Approved FPC policy Regarding Creation of IDC and Salary Savings Policies by Each School and the College (<http://education.ufl.edu/faculty-policy/policies/>).

### **Recommendations for Next Year's Committee**

<b>Key goals</b>	<b>Key tasks connected to the goal</b>	<b>Suggested date for completion of tasks</b>
Continue discussion of the implications of any new budget model (if proposed), such as Unleashing the Deans, for the fiscal health of COE and its constituent units.	Monthly budget updates from the deans.	On-going
Continue discussion of ways to increasing student credit hour (SCH) generation through entrepreneurial activities (e.g., developing new programs, building new partnerships) and	Inviting key personnel involved in these activities to discuss; reprioritizing in terms of program development and faculty hire, reviewing current and future projects; and	On-going

other initiatives (e.g., studying market trends, revisiting strategy plan)	reviewing strategic plan language on entrepreneurial activities	
Continue review of policies and procedures for budget decisions across college.	On-going monthly budget updates; reinstitute COE/Dean's Budget Forum	On-going
Continue review of policies and procedures for merit allocation	Working with the Faculty Affairs Committee to develop a process for grievance regarding merit awards	May
Continue discussion of Academic Analytics (AA)	Involving faculty across units in discussion of AA, including its value and relevance, issues and concerns, and its impact on COE's strategic plan and individual faculty work	On-going