UNIVERSITY OF TEXAS ARLINGTON

Faculty Senate

The Forum for Professors at UTA

"An Elected Legislative and Deliberative Faculty Body Whose Primary Purpose is to Represent UT Arlington Faculty"

Faculty Senate Minutes
February 24, 2021

Senate Leadership in Attendance
Bill Carroll, Chair
Kayunta Johnson-Winters, Secretary
Jackie Fay, Chair Elect
Heather Jacobson, Parliamentarian
Tatia Jordan, TCOFS Representative

Guests
Chongyang Zhang, Shorthorn
Margaret Jackymack, SAC
Antoinette Sol, Provost's Office
Sarah Degner-Nursing M.S. Student, following Dr. Allard.
Katie Hageman-Provost's Office
Arafaa Khan-Student Body VP
Kelly Davis, CFO

First Name	Last Name	College/School	Department
IOANNIS	SCHIZAS	COE	EE
Sara	Washington	CONHI	Nursing undergraduate
Atefe	Makhmalbaf	CAPPA	Architecture
Nilakshi	Veerabathina	Science	Physics
Max	Hu	COS	EES
Kathryn	Warren	COLA	English
Thomas	Rusher	CAPPA	School of Architecture
Jing	Wang	CONHI	Graduate Nursing
Jing	Wang	CONHI	Graduate Nursing
Karla	Arenas-Itotia	Social work	Socia work
Doug	Grisaffe	College of Business	Marketing
Choong-Un	Kim	COE	Materials Sciencne and Engineering
Barbara	Shipman	COS	Mathematics
Amanda	Jackson	College of Liberal Arts	Theatre Arts
Chris	Morris	COLA	History
Amy	Austin	Liberal Arts	Modern Languages
Christy	Spivey	COB	Economics
Brent	Boyea	COLA	Political Science
Roxanne	Zascavage	CoLA	CRCJ
Keith	Burgess-Jackson	Liberal Arts	Philosophy and Humanities
Aimee	Israel-Pelletier	Liberal Arts	MODL
Stephen	Mattingly	Engineering	Civil Engineering
Imre	Demhardt	CoLA	History
Catheleen	Jordan	Social Work	
STEFAN	ROMANOSCHI	COE	Civil Engineering
David	Levine	COE	CSE
Srinivas	Prabakar	College of Engineering	Civil Engineering
Matthew	Fujita	COS	Biology
Jacqueline	Fay	COLA	English
Anne	Nordberg	Social Work	Social Work
Wei	Chen	COS	Physics
Ramez	Elmasri	Engineering	CSE
Sarah	Degner	MSN Education	Following Dr. Allard
Katie	Hageman	Provost Office	
Venkat	Devarajan	Engineering	Electrical Engineering
Jodi	Tommerdahl	Education	Curriculum & Instruction
Changhee	Chun	COLA	ART
Alan	Bowling	COE	Mechanical and Aerospace Engineering
Kaushik	De	COS	Physics

Jared	Kenworthy	COS	Psychology
Baohong	Yuan	COE	Bioengineering
Sergio	Espinosa	COLA	Music
Andrzej	Korzeniowski	COS	Mathematics
Karabi	Bezboruah	CAPPA	Public Affairs and Planning
Naoko	Witzel	CoLA	Linguistics & TESOL
Deana	Furr	CONHI	Nursing
Taner	Ozdil	CAPPA	Landscape Architecture
Joyce	Myers	College of Ed	Curriculum & Instruction
Tatia	Jordan	College of Business	Marketing
Alan	Cannon	Business	INSY
Manfred	Huber	CoE	CSE
Margaret	Jackymack	SAC	SAC
Barbara	Tobolowsky	College of Ed	Educational Leadership and Policy Studies
Julienne	Greer	CoLA	Theatre Arts
Patti	Allard	CONHI	Undergraduate
Heather	Jacobson	CoLA	Sociology and Anthropology
Estee	Beck	CoLA	English
Melissa	Walsh	COS	Biology

Call to Order-Bill Carroll 2:31 P.M.

The new emails have come from COACHE. A few people were able to complete the survey, but OIT deleted the messages the next day. It has essentially been down since that time. Have been working with COACHE and OIT. OIT will not delete them. Some faculty treating them as spam. Therefore, it is important for us to communicate with faculty about this. Jackie Fay and Bill have been meeting with affinity groups such as WFSN to discuss COACHE. Will meet with AAFSA in March. Need strong participation, greater than 50%. There is a PowerPoint to use and it will be sent out later today.

Jackie Fay: VP of DEI position update- The university is as updated as the DEI committed, because the campus visits are ongoing. Candidate #2 is today. Candidate #3 will occur on Friday. That will conclude the three campus visits.

Bill Carroll-Chair's Report

Presidential Search- At the last senate meeting, we approved the letter that was finalized b the PAC. Completed the letter and sent it to the chancellor on Feb. 15. Bill hadn't heard anything but will update.

A call for nominations for Emeritus faculty are due on March 26. Faculty are encouraged to apply for emeritus positions. Please talk to Taner Ozdil, Jackie Fay or Bill Carroll for more information.

TCOFS rep. position is vacant. If you are interested in applying, please contact Bill. Great opportunity to get into the senate leadership throughout the state of Texas as well as visitors from other states.

Budget hearings are in progress. We are working on senate reapportionment. However, we still don't have a faculty head count from fall. Therefore, it cannot be completed until we have received this data.

Toni Sol:
We are postponing the faculty development efforts until we have a permanent president in place. No changes next year. It will be ran through DM Flow.

Venkat: Related to emeritus-Is there a way to honor a past faculty who have passed away?

Toni: No. They have to be living. You can honor them, but it would not be emeritus.

Provost Aswath: We can talk about it. It would be nice to honor that faculty member through the College of Engineering. Regents rules are not flexible enough to accommodate this.

Toni: Only possible to honor the faculty member if the person was in the middle of the process and they passed away.

Bill Carroll: Has ideas about this, but this would be better through the college.

Faculty Senator: How many FDL applications have we received?

Toni Sol: 16.

Faculty Senator: Is there potential for UTA to be a vaccination site?

Provost Aswath: As of now, There is no update on that, but for testing, we can test students, faculty and staff. We can test up to 200 per day.

2:50 P.M. Kelly Davis-Presentation

Fiscal Structure Review was initiated in October of 2018. Looked into new budget model. Worked with a consultant firm. There was also a steering committee, which included Bill Carroll and Elisabeth Cawthon. See Kelly Davis' slides for the committee recommendations.

The VP's and Deans will be asked for a plan to use their budgets.

Questions after Kelly Davis' presentation:

Margaret Jackymack: As a staff, I have known that the budget model will change. Will there be training to support staff?

Provost Aswath: From your perspective nothing will change. From an accounting system stays the same and won't change as much.

Kelly Davis: For the administrative support personnel, none of that is changing.

Faculty Senator: Details are needed for Faculty Senate role. Would it be possible to get to see each of these components in order to see the flow? Asking about the total quantities for each box in the presentation.

Provost Aswath: Some of these are public information nothing is hidden. However, we can talk offline to see what you are asking.

Faculty Senator: Question on Equity Raise Issue-Faculty who have been at UTA for a long time have had their salaries compressed. If you are serious about long term faculty, raises need to be done at the university level, not at the college level.

Provost Aswath: The equity issue is generally done in consultation with HR. The money comes from the college. However, the recommendation comes from HR after an assessment of the individual's equity issue. They come to the provost's office if it isn't taken care of at the college level.

Bill Carroll: Hearing at FAC that other UT institutions have done exactly what the faculty senator is suggesting within the last year. UTA needs to look at this.

Provost Aswath: One of the institutions put aside $1M for equity adjustments. That was less than a half percent of their overall budget. This doesn't address the equity systemic issue.

Kelly Davis: This is different than the budget model. This is an institutional analysis.

Faculty Senator: I disagree. Why not make it a part of the budget mode in order to deal with the issue?

Kelly Davis: In order to fund something like that. It has to be identified as an institutional priority and do a survey and identify the resources to do it. This year, we are reducing budgets.

Faculty Senator: The state uses a complicated formula that is based partly on discipline and partly on level class with lower level liberal arts classes counting as zero weight. Other classes calculated at one unit or more. How does that factor into our budget?

Provost Aswath: Formula funding is only 15% of our budget. You are talking about the weighted student credit hour. The actual student credit hour isn't as important, because it isn't funded by

the formula. The formula funds the student credit hour. What is given to us, goes directly to the colleges.

Bill: How will faculty senate be involved in governance. Will we have an opportunity to discuss how we will be involved in the budget in the future?

Provost Aswath: Yes. You are already serving on the budget hearings, both on the support units and academic units. The senate serves as an advisory board to the administration, which is what drives the decision making.

Bill: We are not really involved in the support units that I am aware of.

Kelly Davis: I don't see why this could not happen with the new budget model.

Bill: I feel that this is important.

Faculty Senator: In this new budget model, what can dept. and college units do to succeed?

Kelly Davis: Socialization of the model within the college. Ensuring that the leadership understands how the model works. This creates less opportunity for misinformation.

Faculty Senator: How do we tie our financial picture to our strategic plan?

Provost Aswath: It helps to make more strategic decisions. It may not help make more money, but can help you budget effectively. Need to figure out where the revenue generators in your college? Figure out where you want to put your focus.

Faculty Senator: Do we still have diversity hires available out of the 15 positions?

Provost Aswath: We have made 18 offers. Still working on negotiation at different levels. The hope is to make 15 offers.

Faculty Senator: Did the steering committee identify places where there was harm out of the previous model?

Kelly Davis: The committee had not, but the deans may have. They have stated that the model wasn't working.

Faculty Senator: Is there anything in the new model to compensate for issues going forward?

Kelly Davis: Yes. We did a lot of work and analysis to get to the model that we have today. If there are things that need to change, we will make tweaks.

3:58 P.M. Kelly Davis and Provost Aswath exited.

Bill-At the next PAC meeting, we can discuss the budget model and propose some changes. We need to discuss now how we should be involved.

3:59 P.M. There was a quorum.

Minutes were approved for Dec. 9, 2020, Jan. 27, 2021 Feb. 11, 2021.

Toni:
There will be a General Information T&P Meeting on March 2, 2021 at 3:30-4:30 P.M. It is posted on the provost's T&P page.

There is a chair's, admins and ACTP meeting on Friday, March 12 at 2 PM. It will be in the next FAN.

Annual Faculty Reviews and T&P calendar next week.

A call for UCTP nominations are due Feb. 28. We need nominations for Nursing, COS, COE and Social Work and academy of distinguished teachers. Some are eligible for re-elections. We encourage full professors to serve on this committee.

Chris Morris: Many from Business, one from COLA, One from CoEd. And none from CAPPA. Need a rep. from the academy of distinguished scholars to sit on the university committee. The official deadline is Friday, but may be flexible.

Toni: Will send out reminders.

Open Rank Faculty Positions:
11 accepted
4 pending
2 declined

ROTA-Regents teaching awards- call for nominations are due on March 5th, 2021.

Call for emeritus nominations-due on March 26, 2021.

Committee Reports:

Adhoc Committee for DEI-Sergio

1. Survey of senate members in order to measure the # of members belonging to the main under-represented groups. Only take about a minute to take the survey.
2. Question about sexual orientation and disability.

The survey is confidential and volunteer and committee will clear questions/survey with the Office of Legal Affairs (Shelby Boseman).

Bill: Survey should be on the next faculty agenda

ASL-Heather Jacobson and Kathryn Warren

Met in Nov. and Dec. Looking at COVID issues on faculty and students. There are two issues that could be resolved due to an email from Toni Sol.

1.UTA needs an institutional plan on the negative impact of the COVID pandemic on faculty performance. Also how review committees will hand those reviews.
2. A way for faculty to report impact of COVID on their careers and their performance that will protect their privacy.
Faculty who's COVID positive, how can they get teaching support?

3. Students taking classes online synchronous.
4. Faculty reports inappropriate student behavior
5. Concern with teaching overloads for adjunct and NTT faculty.
6. Need for additional hiring for overload.

Faculty Senator: Is there way to survey the impact of the storm on faculty and students?

Faculty Senator: I was curious about the campus facilities due to the storm. Hadn't heard of a way to survey this and those living on campus.

Bill: There were reports about outages on campus. It did take time for dorms and apartments to get back online. They should have been back to normal by last week. We can ask Pranesh and John Hall about this.

Budget Liaison Committee-Kaushik De:

1. Participated in college and school budgeting processes. However, this was interrupted by the storm. BSL are collecting information from senators in BLC. Will summarize at the next meeting. Have met with the provost and will have another meeting after all of the budget hearings.
2. Examine how well faculty and faculty senate participation was in the budget meetings.
3. 3. Examine new incentive based model. We just heard the presentation today. Will have to follow up with questions and request information. It is an improvement from the budget model, but we need to look at numbers. This task is literally starting today.

Bill: Look at relationships with academic partnerships. Are there issues that we need to take a position on? This was discussed last year in senate. Talk to Chief Auditor at UTA, David Price in order to get it on the table that this is something that the senate is concerned about. Will

continue to work with him and get some feedback in future meetings. Still don't have enough information to take any action. It will stay on the agenda.

Adjourned at 4:34 P.M.

Chairs' Report

Faculty Senate Meeting
March 24, 2021

Bill Carroll, Chair

Jacqueline Fay, Chair Elect/Vice Chair

Updates

- COACHE Faculty Job Satisfaction Survey
  - Launched – February 4, 2021
  - Launch messages deleted by OIT – February 5, 2021
  - Reminder messages sent – February 23, 2021, March ?
  - Closes – April 12, 2021
  - Affinity groups (African American Faculty and Staff Association, Latinx Faculty and Staff Association, Women's Faculty and Staff Network): Jackie and Bill are championing.
  - Website: COACHE Faculty Job Satisfaction Survey – UTA Faculty & Staff Resources
  - Need strong participation (>> 50%) to maximize impact (3/21/2021 – 39.3%)
  - Please continue to promote in your departments
- VP for Equity, Diversity, and Inclusion Search – Jackie Fay
- Presidential search – Bill Carroll
- Emeritus faculty call for nominations has been released – due March 26
- Faculty Advisory Council (FAC)
  - Extending tenure clock for fall 2020 hires -- "the Chancellor has approved extending the previous tenure clock extensions to pre-tenure faculty who started, or will start, between September 1, 2020 and May 31, 2021"
  - Parental leave policy
- Officer elections
  - Parliamentarian
  - TCOFS rep vacancy
- Other things we're working on
  - University Mission Statement revision – will have change for further review
  - Faculty Senate travel program – restart in March 2021
  - Senate reapportionment
  - Senator elections
  - OIT – email banner issue – appears to be resolved. Thanks to Kaushik and David
- Motions – write in chat before voting

Updates

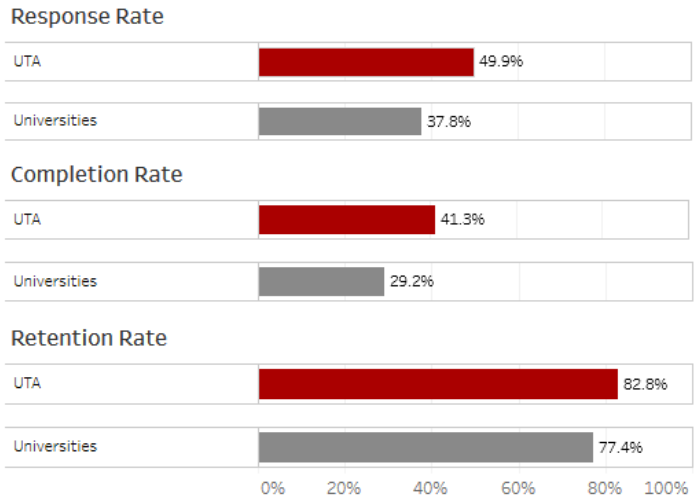
University of Texas at Arlington

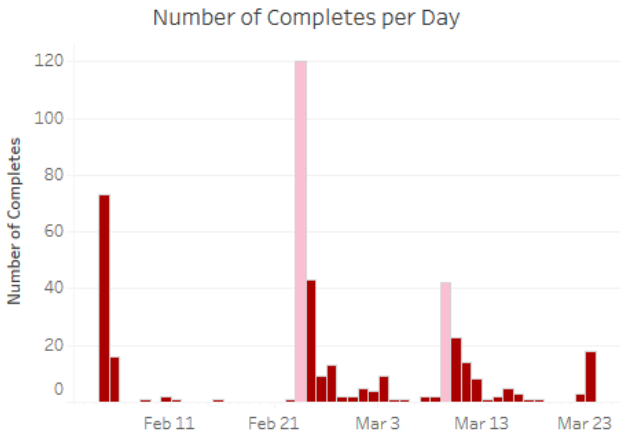
COACHE
The Collaborative on Academic Careers in Higher Education at the Harvard Graduate School of Education

Abt Associates

Sample Size	Response Rate	Completion Rate	Retention Rate
1,038	49.9%	41.3%	82.8%

Tenure Status: (All)





	Invitation	1st Reminder	2nd Reminder	3rd Reminder	Total Response Rate	Total Survey Completion Rate	Total Survey Retention Rate
Architecture Planning & Pub A	38	37	26		55.3%	47.4%	85.7%
College of Business Admin	108	97	83		39.8%	34.3%	86.0%
College of Education	31	24	13		80.6%	67.7%	84.0%
College of Engineering	223	207	170		43.0%	31.8%	74.0%
College of Nursing	151	139	112		45.0%	35.8%	79.4%
College of Science	156	143	116		49.4%	40.4%	81.8%
Liberal Arts	282	249	168		55.0%	48.9%	89.0%
Social Work	49	45	30		67.3%	55.1%	81.8%

UNIVERSITY OF TEXAS ARLINGTON

Fiscal Structure Review

WHY A NEW BUDGET MODEL?

- The Fiscal Structure Review was initiated in October 2018 - Deans raised recurring concerns about the existing “growth model” and the overall transparency of budget decisions.
- As a result, the Fiscal Structure Review began with the goal of reviewing the various mechanisms through which units receive and expend funds and designing alternative mechanisms to address Deans’ concerns.
- To facilitate the review, a steering committee was created:

Bill Carroll – Professor, Computer Science and Engineering
Elisabeth Cawthon – Dean, College of Liberal Arts

Kelly Davis – CFO & Vice President, Business Affairs

Duane Dimos – Vice President, Research

Harry Dombrowski – Dean, College of Business

John Hall – Vice President, Administration and Campus Operations

Teik C. Lim – Provost and Vice President for Academic Affairs

Lisa Nagy – Vice President, Student Affairs

WHY A NEW BUDGET MODEL?

THE MODEL OF THE "PAST"

- A **"growth model"** is not a sufficient management tool
- Limited **transparency** of the university's current resource allocation
- Lack of **coordination** to connect resources with strategy
- Low **authority** for units to impact budget and fund strategic priorities

THE MODEL FOR "TOMORROW"

- **Increases transparency** and improves communications across units
- **Increases strategic opportunities** in the colleges
- Actively aims to **create resources for strategic initiatives** and funding to support operations
- Aims to set **clear and realistic expectations** for all units

STEERING COMMITTEE RECOMMENDATIONS

The Steering Committee made recommendations on a path forward for the UTA budget model. The following recommendations concluded the steering committee's work:

1. moving forward with next steps for designing a *potential* new budget model that introduces new incentive-based elements. This recommendation is based on discussions of incentive-based elements in other higher education budget models and their potential value to UTA.
2. committee requested to be involved in reviewing and providing feedback on a customized UTA model that is developed as part of next steps of the initiative.
3. In reviewing and providing feedback on potential new model elements, the committee's primary concern is ensuring the model does not harm the institution at-large and supports student success.

STEERING COMMITTEE RECOMMENDATIONS

The Steering Committee made recommendations on a path forward for the UTA budget model. The following recommendations concluded the steering committee's work:

4. The committee endorsed several elements of an incentive-based model:
    a) All-funds approach
    b) Additional decentralization of tuition and appropriations revenue streams
    c) Allocation of overhead costs on a driver-basis vs. a flat overhead rate
    d) Mechanism to generate central strategic funds
5. The committee holds reservations about a new model until its impact in several areas is understood:
    a) Opportunities for units to generate new resources
    b) Adequate support for critical administrative services
    c) Adequate central funds for strategic initiatives
    d) Policies and governance to anticipate any "gaming" consequences

GUIDING PRINCIPLES

The initiative's Steering Committee decided upon the following guiding principles to guide the development of a new budget model.

Align resources to support our **core academic and research missions** and critical support services.

Reflect **input from faculty and staff** to enable student success.

Incentivize **growth and cost control** from colleges and divisions.

Provide **budget management responsibility and accountability** across units to ensure performance measures are met.

Balance **predictable expectations and flexibility**, being mindful of reserve requirements and financial soundness.

Effectively **understood** for forecasting and planning.

Instill confidence via **transparency** between decision-makers and stakeholders.

STAKEHOLDERS INVOLVED

The following UTA stakeholders took part in discussions around developing the new budget model.

- Lee Banda – ARP, Liberal Arts
- Rebecca Bichel – Dean, Libraries
- Megan Bouie – ARP, Science
- Bill Carroll – Professor, Computer Science and Engineering
- Elizabeth Cawthon – Dean, Liberal Arts
- Peter Crouch – Dean, Engineering
- John Davidson – Associate Vice President, Budget, Planning, and Analysis
- Kelly Davis – CFO & Vice President
- Duane Dimos – Vice President, Research
- Harry Dombrowski – Dean, Business
- Michael Dooley – ARP, CAPPA
- Teresa Taber Dougherty – Dean, Education
- Susan Elliott – Assistant Vice President, Academic Resource Planning
- Connie Fox – ARP, CONHI
- Arthur Go – ARP, Social Work
- John Hall – Vice President, Administration and Campus Operations
- Jean Hood – Vice President, Human Resources
- Tarikul Islam – ARP, Engineering
- Troy Johnson – Vice President, Enrollment Management
- Morteza Khaledi – Dean, Science
- Keara Leach – Associate Vice President, Strategic Planning & Special Initiatives
- Teik Lim – Provost & Vice President, Academic Affairs
- Jeff Neyland – CIO, Business Affairs
- Lisa Nagy – Vice President, Student Affairs
- Beth Mancini – Senior Associate Dean, COHNI
- Beth Merwin – Dean, CONHI
- Gustavo Monzon – ARP, Business
- Adrian Parr – Dean, CAPPA
- Dee Robinson – Vice President, Institutional Advancement
- Scott Ryan – Dean, Social Work
- Stephanie Scott – Associate Vice President, Business Affairs and Controller
- Pete Smith – Chief Analytics Officer, Business Affairs
- Stephen Wilson – ARP, Education

STAKEHOLDERS INVOLVED

The following UTA stakeholders took part in discussions around developing the new budget model.

Interviews
- October 2018: 30+ interviews with Deans, VPs, and other university stakeholders

Steering Committee Meetings
- Oct. 03, 2018: Initiative Kick-off
- Oct. 23, 2018: Interview Feedback and Guiding Principles
- Nov. 08, 2018: Current State Assessment
- Nov. 26, 2018: Higher Ed. Context on Budget Models
- Dec. 13, 2018: Initial Revenue Allocation Discussion
- Dec. 19, 2018: Initial Cost Allocation Discussion
- Jan. 24, 2019: Review of Potential Allocation Scenario
- Feb. 07, 2019: Recommendations on Potential Revenue Elements
- Feb. 14, 2019: Recommendations on Potential Cost Allocation and Strategic Funding Elements
- Feb. 28, 2019: Review of Steering Committee Recommendations

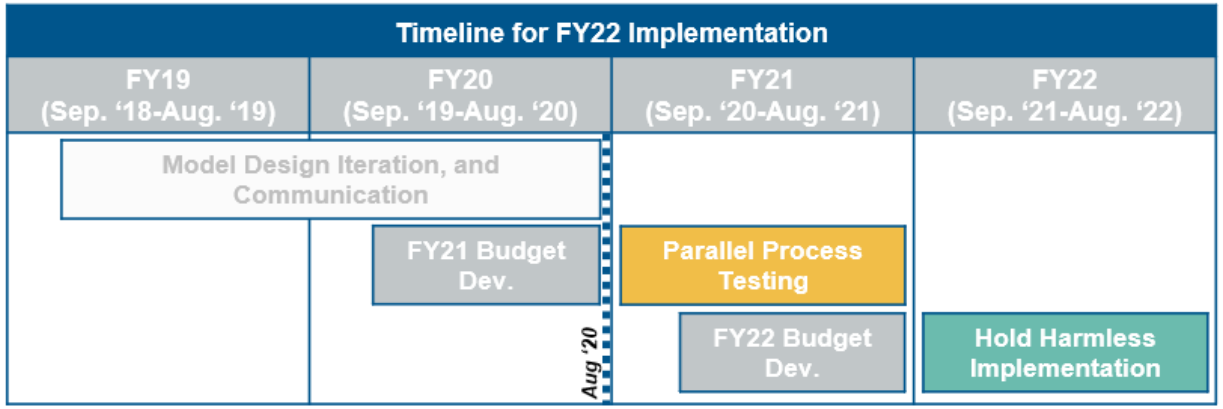
Individual Deans/ARP Meetings
- April 2019: Steering Committee Recommendations and Potential Model Inputs
- May 2019: Baseline Allocation Model Proposal
- June 2019: Customized Allocation Model Proposal
- December 11-22, 2020: Review strategic fund contribution/investment alternatives
- Ongoing weekly meetings with ARP team and Budget Office

Deans Council Meetings – Model Design
- July 17, 2019: Customized Methodology Review
- August 28, 2019: Overhead Allocations Rationale Review
- September 6, 2019: Revenue Allocations Rationale Review
- September 25, 2019: Strategic Funds Review
- April 22, 2020
- August 12, 2020
- September 9, 2020
- November 4, 2020
- November 18, 2020
- December 2, 2020

Deans Council Meetings – Governance
- Oct. 22, 2019: Governance Introduction
- Oct. 31, 2019: Governance Discussion with FY20 Budget Model Example
- Dec. 11, 2019: Governance Recommendation Review
- Jan. 15, 2020: Governance Feedback & Next Steps

IMPLEMENTATION TIMELINE

UTA has established a multi-year horizon for implementing a new budget model that will require near-term recommendations for long-term testing and refinement.



1. Design, Iteration and Com.

- Review elements of higher education budget models
- Engage with stakeholders and create new budget model

2. Parallel Process Testing

- Test model through reporting
- Prepare units to manage resources under new model through training

3. Hold Harmless Implementation

- Use new model to manage resource allocation
- "Make whole" units that lose resources as a result of allocations

UPCOMING ACTIVITIES

- Establish governance processes
- Develop Training materials
- Communication to broader campus
- Conduct test run of budget development under new model
- Develop scenario planning tools and additional analyses
- Implement new model and budget processes

METHODOLOGY

The model's allocation methodology is intended to 1) illustrate incentives by tying resource allocations to unit activities, and 2) represent the financial impact of university activities.

Allocation Methodology Context

1. The model's primary role is to create a **common tool for evaluating strategic decisions**.

2. Institutions often find there is a **tradeoff between simplicity and reflecting economic reality** in their budget models, and institutions often opt for greater simplicity in order to create a more effective management tool.

3. **Different incentives will illustrate different financial outputs across units,** and different operations require different investments in order to produce quality outputs; as such, **financial margins should <u>not</u> be interpreted as defining units as "good" or "bad,"** but instead as a means for better understanding investments.

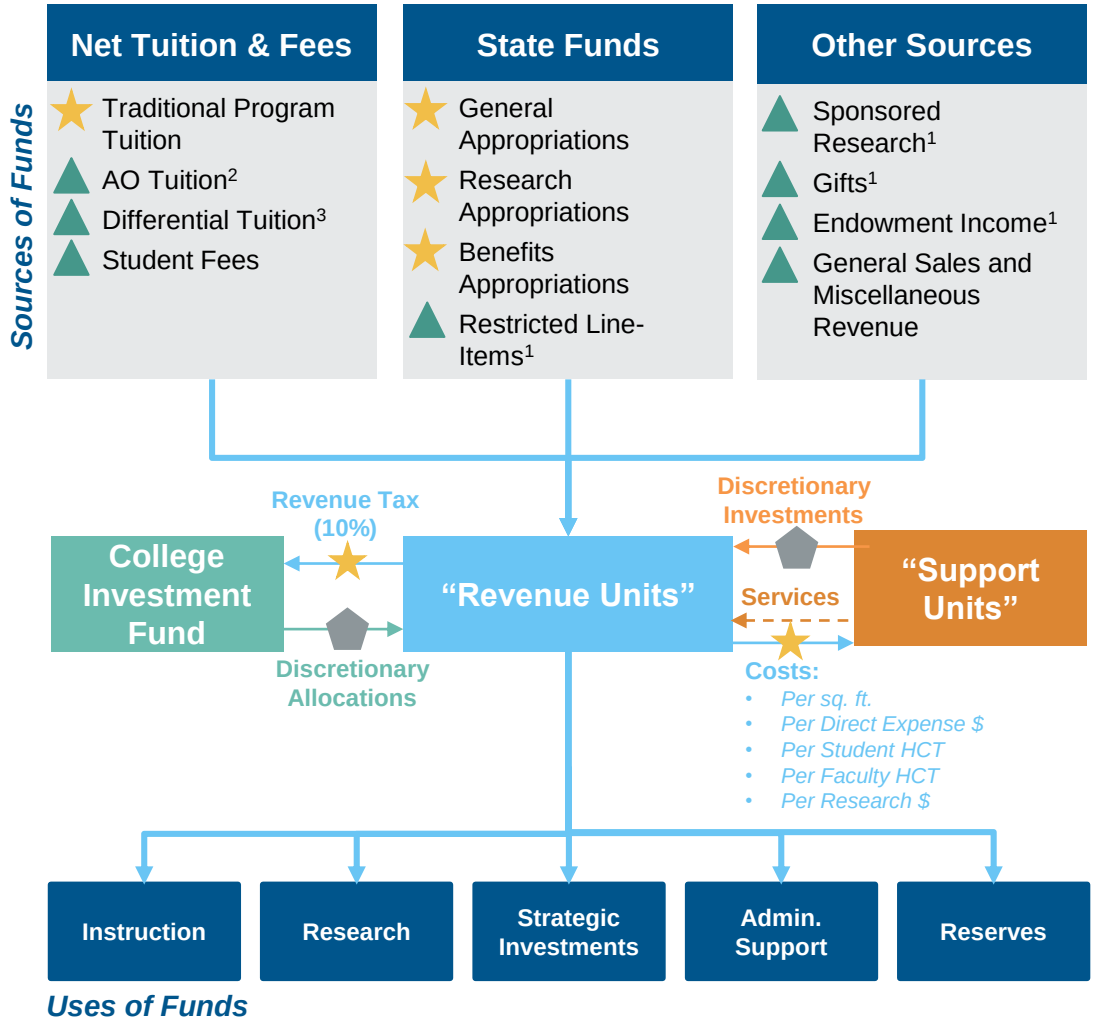
4. **Universities often revisit their allocation methodologies periodically** to make customizations based on changing needs and/or priorities.

METHODOLOGY DECISION POINTS

Key Decision Points
1. Net Tuition: Traditional Programs
2. Net Tuition: AO Programs
3. State Appropriations
4. Sponsored Programs and IDC
5. Other Revenues
6. Direct Expenses
7. Overhead Cost Categorization
8. Overhead Cost Allocation
9. Strategic Fund Collection
10. Strategic Fund Distribution

NEW MODEL DESIGN SUMMARY

In the future-state model, the allocations have been designed as follows:



Allocations Key:

- Represents funding will flow to / from colleges via a formula allocation
- Represents funding will flow to colleges directly as generated
- Represents funding will flow to colleges as discretionary allocations decided by leadership

[1]Strategic fund tax will not be applied to these funding sources.

[2]AO Tuition flows directly to the colleges net of vendor costs and financial aid set-aside.

[3]Differential Tuition is subject to 15% financial aid set-aside.

MODEL STRUCTURE

REVENUE UNITS

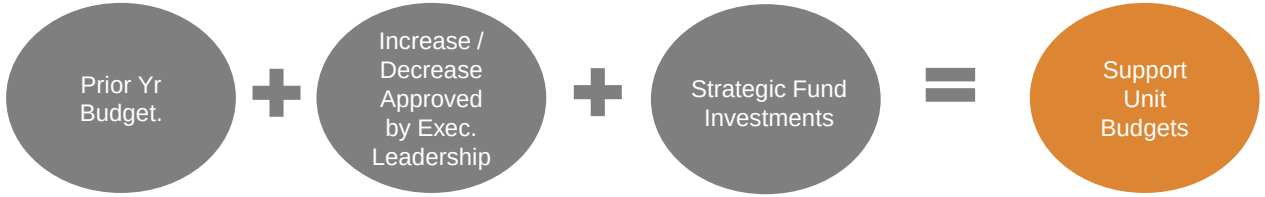
- College of Architecture, Planning, & Public Affairs
- College of Business
- College of Education
- College of Engineering
- College of Liberal Arts
- College of Nursing & Health Innovation
- College of Science
- School of Social Work
- Auxiliary Business Services
- Global Academic Initiatives
- Global Education Outreach

SUPPORT UNITS

- Administrative & Campus Operations
- Athletics
- Business Affairs
- Business Services
- Chief Financial Officer
- Enrollment Management
- Financial Aid
- Government Relations
- Information Technology
- Institutional Advancement
- Library
- President
- Provost
- Research
- Student Affairs
- Student Success
- University Analytics
- University Counsel

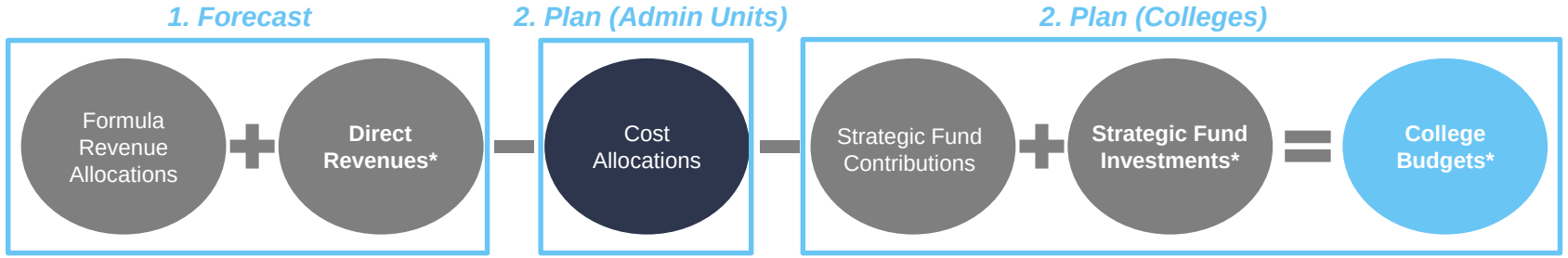
BUDGET INPUTS SUMMARY

1. Support Unit budgets developed first.



2. <u>Net</u> support unit budgets *(support unit budgets less direct revenues and strategic investments)* allocated to colleges.

3. Colleges plan budgets and request strategic fund investments to balance sources and uses.



**Represents input planned by colleges.*

PROPOSED MODEL DESIGN ELEMENTS (1 OF 2)

Revenue Source	Allocation Method
Tuition: Traditional Programs*	80% in proportion to SCH by college of instruction (net university funded student aid) 20% in proportion to SCH by college student major (net university funded student aid)
Tuition: AO Programs*	100% to college of instruction (net of OPM & coaching costs; net of mandatory student aid)
Differential Tuition*	100% to generating college (net mandatory student aid)

Revenue Source	Allocation Method
State Appropriations (General)*	100% in proportion to THECB weighted SCH
State Appropriations (Research)*	100% in proportion to externally sponsored research
Indirect Cost Recovery	Current methodology
Other Revenues	100% directly to generating unit

**Revenues subject to college investment fund tax initially estimated at 10%; these funds will be distributed to colleges via discretionary investments.*

PROPOSED MODEL DESIGN ELEMENTS (2 OF 2)

Cost Pool	Allocation Method
Provost	Faculty FTE (excluding seasonal faculty)
Athletics, Advancement, Student Success	Student Headcount (excluding AO students)
Analytics, Business Services, Enrollment Management, IT, Library, President, Student Affairs	Student Headcount (including AO students)

Cost Pool	Allocation Method
Facilities**	Assigned Sq. Footage
Business Affairs	Total direct expenses (prior 2-yr. avg.)
VP Research	Total sponsored research expenses (prior 2-yr. avg.)
CFO, Health Benefits Costs, and HR	Full-Time faculty & staff headcount

***A portion of facilities costs are allocated to units in other costs pools based on their assigned sq. ft.*

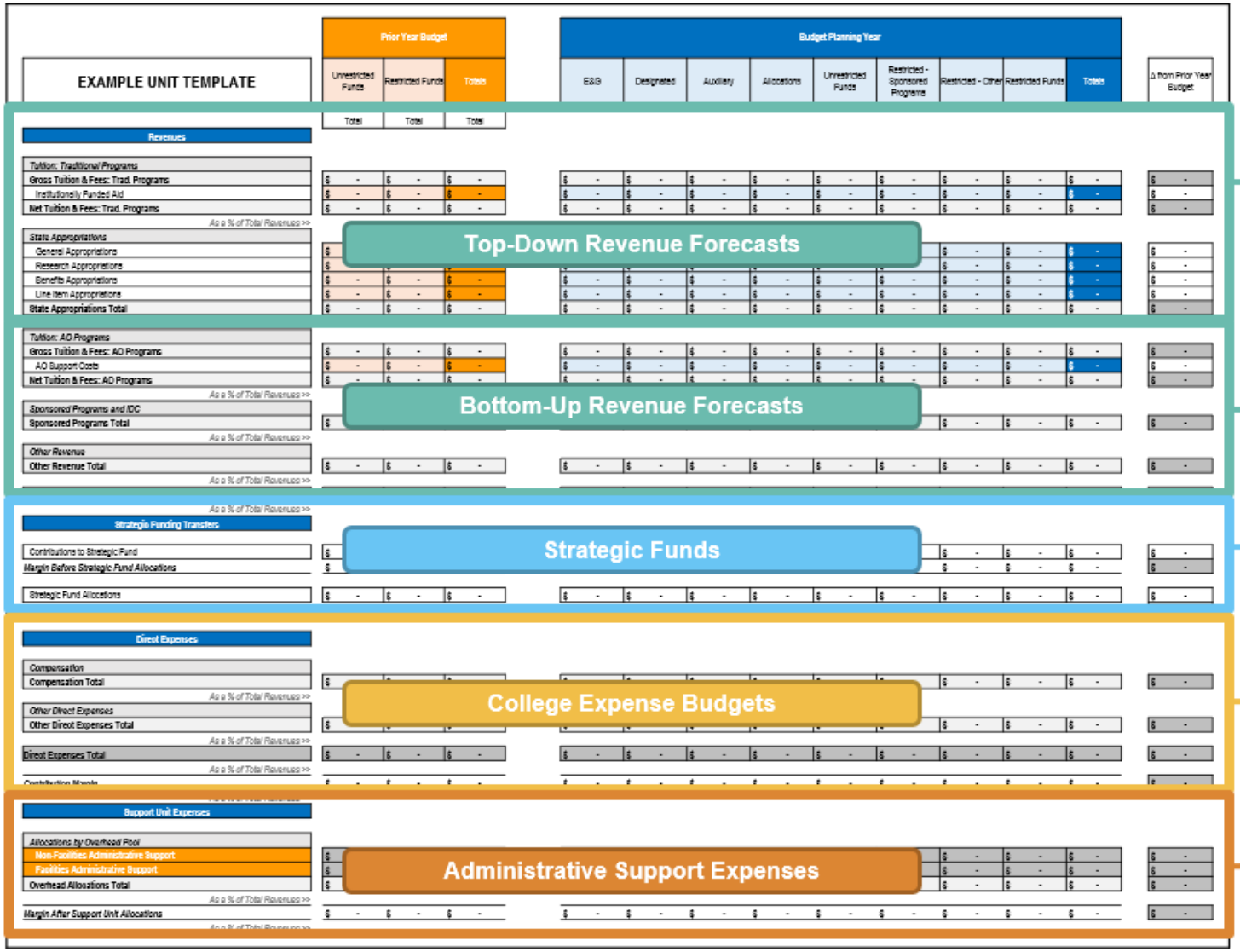
PROPOSED GOVERNANCE ELEMENTS (1 OF 2)

Topic	Subtopic	Governance Proposal
Carry Forward Management	Positive Year End Balances	▪ Units carry forward 100% of budget balances (excl E&G)
	Deficit Year End Balances	▪ Units responsible for paying back deficit from reserves
	Reserves Accumulation	▪ Units have ability to accumulate reserves up to 35% of annual expenditure budget (exceptions may be requested & reviewed by Provost/CFO) ▪ Reserves subject to annual review of utilization plan
Allocation Management	Revenue Allocations	▪ Determined during annual budget process based on conservative estimates ▪ Updated throughout year based on updates to forecasts
	Overhead Allocations	▪ Determined during annual budget process and will not change throughout year ▪ Limits on year-to-year change to support planning
	Tax Rate	
	Central Fund Investments	

PROPOSED GOVERNANCE ELEMENTS (2 OF 2)

Topic	Subtopic	Governance Proposal
Position Budget Management	Faculty Position Management	▪ No sweeping of vacant position budgets in-year ▪ Position budgets subject to annual review
	Staff Position Management	
Salary Adjustment Management	Merit Salary Pool	▪ Determined and managed centrally
	Retention Salary Adjustments	▪ Self-funded by unit (could also request strategic funds)

MODEL REPORT TEMPLATE



Pre-populated by Budget Office.

★ **Forecasted by colleges.**

★ **Requested by colleges to fund strategic initiatives.**

★ **Prepared by colleges.**

Prepopulated by Budget Office.

ACTIVITIES TIMELINE

October 1
- Budget instructions and templates to Support Unit Leaders (Vice Presidents)

October 31
- Budget materials due from Support Units

November 1-5
- Support unit budget materials review by Budget Office

November 9-20
- Support unit budget materials to Exec. Leadership
- Shared Governance Process

December 4
- Conclude shared governance process

December 7-18
- Executive Budget Committee Review and Finalize Support Unit budget decisions

October 1
- Budget Instructions and templates to Dean and ARP

January 18
- Budget Income Statement templates to Colleges
- Will be populated with allocated revenues, strategic tax, and support unit cost allocations

February 1-26
- College budget meetings and requests for Strategic Investment Funds
- Budget meeting reports to Executive Budget Committee due February 26

March 1-15
- Executive Budget Committee review and finalize decision on college budgets and strategic funding

March 15-April 1
- Budget Office prepare PBCS for detailed budget entry

April 5-May 14
- Departments complete budget prep in PBCS

May 17-May 26
- Budget Office review of departmental budget submissions

May 31-June 10
- Budget Office prepares required reports for UT System

June 11
- Draft Budget due to UT System
- *****Assumes this is the due date and it is not moved up for odd number fiscal years.*****

UNIVERSITY OF TEXAS ARLINGTON