



UNIVERSITY OF MINNESOTA
TWIN CITIES

All University Senate Consultative Committee
220 Biological Sciences Center
1445 Gortner Avenue
St. Paul, Minnesota 55108
Telephone (612)373-3226

AGENDA

All University Senate Consultative Committee

Thursday, March 4, 1982

1:30 - 3:00

Dale Shephard Room, Coffman Memorial Union

1. Fix agenda.
2. Minutes of February 18 (enclosed).
3. Report of the Chair.
4. Report of the Student Chair.
5. Committee Reports.
 - a. Finance.
 - b. Subcommittee on financial emergency.
 - c. Facilitative Committee of the Senate.
6. Old Business. Update on University's financial situation and the program priorities.
7. New Business.
8. Adjourn.



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MINUTES

ALL-UNIVERSITY SENATE CONSULTATIVE COMMITTEE

Thursday, March 4, 1982

The meeting of the Senate Consultative Committee was convened by Chairman Douglas Pratt at 1:00 p.m., March 4, 1982 in the Dale Shephard Room, Campus Club, Coffman Union. Other SCC members present were Robert Brasted, Marcia Eaton, Virginia Fredricks, Jown Howe, Marvin Mattson, Paul Quie, Patricia Swan, Richard Purple, Donald Spring, Dawn Fleming, Dave Lenander, Rick Linden, and Kit Wiseman. Guests included Carol Pazendak and Maureen Smith.

Agenda

There were no changes or additions to the agenda.

Minutes of February 18

Approved as written.

Report of the Chair

1. Letter from Professor Pratt to Terry Cornyea, Chair of the Institute of Agriculture's Consultative Committee- (correspondence distributed) In his response of February 26, Professor Cornyea indicated his continuing concern with documentation. Professor Swan said it was generally felt that planning activity had not documented elimination of programs. It now appears that a significant amount of consultation is going on.

Report of the Student Chair

1. Student Services Fee- to be voted upon at the March 4 Forum meeting.
2. The student representative from Duluth, Bea Anderson, has expressed concern over the consultation process at Duluth. She will give a presentation later in the year.
3. There is a continuing concern over possible tuition increases.
4. Next year's student representative positions will be decided upon during spring quarter.

Dave Lenander reported two concerns from a meeting with Vice President Wilderson:

1. Student salaries: There has been a request made to lower student salaries by creating a new civil service class specifically for students.
2. English proficiency for T.A.'s: There is some dispute over who should pay for foreign T.A.'s language instruction.

Committee Reports

1. Finance- (Swan)

The Finance Committee met on February 18. There is concern about whether units will be required to show how money has and will be used in relation to long-range planning documents. There is a danger that the present crisis will be seen as separate from former planning priorities. Most of the reductions identified in the program priorities will not yield dollar savings in the next fiscal year. Departments not mentioned in the priorities statements are being required to return money next year. The Finance Committee is still awaiting word from the Budget Executive about scheduling joint meetings.

The Budget Executive is expecting a significant number of elective retirements to occur. Professor Pratt asked if an ombudsman for retirement procedures has been found. Professor Swan said that one is being sought. It was generally agreed that faculty would have to be given more exact figures before being able to make decisions about retirement.

2. Subcommittee on financial exigency- (Eaton)

The Subcommittee met with the Faculty Consultative Committee to continue to develop a document on procedures to be followed in case of financial exigency. A report will be made to the Faculty Consultative Committee and the Senate Consultative Committee.

3. Facilitative Committee of the Senate- (Pratt)

Professor Pratt reported on the February 25 meeting of the chairs of Senate committees.

Old Business

Committee to develop calendar- Professor Eaton moved that a special committee be formed which consists of the Campus Calendar Committee, at least one member of the Senate Educational Policy Committee (to which the committee will report), representatives from the professional schools, coordinate campuses, and expanded as the committee sees fit. Professor Spring suggested a friendly amendment: "...and others whom the Senate Committee on Educational Policy may approve. The committee will submit an interim report at the second spring meeting of the Senate." The motion passed without dissent.

New Business

Committee on Committees has reported difficulty in filling Senate Committees and holding the full complements of numbers. Professor Spring suggested that the main cause of reluctance to serve on committees needs to be found. Professor Fredricks said that the time commitment involved is often a problem. Professor Spring suggested prospective Senators be asked their willingness to serve on a committee.

The Senate Committee on Research has asked to be sent the proposed new policy document of the Committee on Human Subjects in Research at the same time it is sent to the SCC for review. The SCC approved the request.

The meeting was adjourned at 2:55 p.m.

Respectfully submitted

Allen Helmstetter



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February 26, 1982

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1445 Gortner Avenue
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Telephone (612)373-3226

DRAFT Report from Subcommittee on Financial Exigency

I. Declaration of Financial Exigency

This section will consist of the document prepared by our subcommittee and approved by the SCC on January 7, 1982. The Tenure Code should include the first two paragraphs followed by the sentence, "The decision to declare financial exigency shall follow procedures described in Procedures for Declaring and Implementing Financial Exigency."

The document, Procedures for Declaring and Implementing Financial Exigency, shall have as its first section the January 7 document.

II. First Steps after Declaration of Financial Exigency.

The Budget Executive will decide how the amount of reduction is to be met: by across-the-board or programmatic cuts or a combination of these. Even during a financial emergency, the principles of tenure must continue to provide the foundation for protecting academic freedom. In making this decision the Budget Executive shall consider reasonable alternatives to terminating tenured faculty, e.g., suspension, furlough, early retirements, "buy-outs," cuts to non-academic services, etc. Emergency procedures should build on the mechanisms already established for on-going planning. At this stage, the Budget Executive shall consult with appropriate administrative officers and with the Senate through the Senate Consultative Committee and the Finance Committee. The decisions to be reached through this consultative process include

- a. strategies for meeting the reductions, e.g., the balance between programmatic and across-the-board cuts, use of faculty furloughs, etc.;
- b. the criteria for determining where cuts will be made;
- c. the timetables for unit recommendations on reductions and for unit execution of such reductions.

III. Identification of Programs to be Reduced.

Programmatic reductions should be made following established criteria and

prior to identifying individuals for termination. Collegiate and campus units will be informed of the amount of reduction. As with on-going planning, the Budget Executive, after consulting with units, shall make recommendations concerning programs to be reduced or eliminated. Programmatic reductions will be determined after full and appropriate collegiate level consultation. Once programs have thus been identified, they shall be notified in writing of the amount, the reasons (with specific reference to the established criteria), and of programmatic and personnel implications thereof. The programs shall be given the opportunity to defend themselves against such reductions, through appropriate collegiate level processes. Questions about procedural inadequacies can be raised with the Budget Executive and SCC. At this point, a final statement of programs to be reduced or eliminated shall be made in writing to affected units and programs, and to SCC and appropriate collegiate consultative bodies.

IV. Identification of Individuals to be Terminated.

Once programs have been identified, individuals who will be terminated shall be identified and notified according to the procedures described in the Tenure Code, and shall have rights of appeal as described therein. Terminees must be notified in writing both that and why they are being terminated. Affected units may make efforts to meet reductions through early retirements, buy-outs, suspensions, transfers, etc.

(NOTE TO TENURE COMMITTEE: There are several crucial questions here that must be answered, and at this point it is not clear just which should be dealt with explicitly in the Tenure Code. Our committee and yours should address them. At a later date we can decide where the answers should go.

1. Do programs identify their own terminees? Or is this a decision of the unit. For example, if reductions are to be made in an Ancient Philosophy program, do just ancient philosophers decide who should go, or should this be a decision of the Philosophy department as a whole or of some collegiate body?

2. Can programs add their own criteria to those already listed?

3. Should seniority play a role; if so, what?

4. Should non-tenured people always be cut before tenured people?

Should there be a mechanism for saving junior faculty of extraordinary merit?

5. What, if any, role should affirmative action play?

6. Can a program decide to meet the charge in other ways?

7. What opportunities for transfer or re-training should exist?
8. How can appeals be most expediently handled?
9. To what extent will the Koffler memorandum (etc.) provide adequate grounds for these decisions?)

V. Hiring Freeze

A hiring freeze shall go into effect as soon as financial exigency has been declared. Exceptions shall be made only by the Academic Vice President. Once financial exigency is undeclared and the freeze is lifted, terminees shall for two years have first right to consideration for new or vacant positions prior to the initiation of usual search procedures.

VI. Definitions.

(NOTE TO TENURE COMMITTEE: Again we need to consider these from both of our viewpoints.)

"program"

"unit"

"seniority"

"collegiate level consultation" (We assume that this will differ from college to college. We anticipate that SCC will act to have each college submit a plan for appropriate consultation.)

"Budget Executive" (We assume that this throughout refers to a group which is advisory to the President.)

February 26, 1982



UNIVERSITY OF MINNESOTA
TWIN CITIES

Space Science Center
103 Shepherd Laboratories
100 Union Street S.E.
Minneapolis, Minnesota 55455-0128

March 1, 1982

To: Senate Consultative Committee

From: Russell K. Hobbie

A handwritten signature in dark ink, appearing to be 'RKH'.

Re: Salaries

I would like to share with you the concern that Phil Shively, Craig Swan, Deon Stuthman and I have about faculty salaries, a concern which we recently discussed with President McGrath and Vice President Keller.

The fact that the faculty voted against collective bargaining does not mean that we are satisfied with our salaries. This year's increase marks the first time in over a decade that we have kept up with inflation. The extent to which this raise (temporarily) improved faculty morale is encouraging.

Low salary increases are a form of across the board cut and actually tend to drive away the better people. Therefore, it seems to us imperative to continue to improve salaries, even if program cuts are necessary in order to do so.

There is a real danger that there won't be enough salary improvement money available next year. If that proves to be the case, we propose that individual faculty members' base salaries be raised by an adequate amount, even though the actual amount paid to them is less. The base would then be there to build upon in subsequent years, and the sacrifice by the faculty would be a matter of record. The sacrifice could take the form of a "loan" to be repaid in the future or an across the board "furlough" of a few days. This is, of course, a bookkeeping exercise; it is not an excuse for providing faculty less money than is actually available.

RKH:nm



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MINUTES

JOINT MEETING: SENATE FINANCE / SENATE CONSULTATIVE COMMITTEES
Wednesday, March 10, 1982

Members present: Robert Brasted, Marcia Eaton, John Howe, Walter Johnson, Hugh Kabat, Stanford Lehmberg, Rick Linden, Gail Lorenz, Douglas Pratt, Tom Scott, Pat Swan, Anthony Zahareas;
2:00 - Irwin Rubenstein.

Guests: Wesley Simonton, David Thomas. 1:15 - Vice President Keller.

Finance Chairwoman Pat Swan convened the meeting at 12:45 p.m. in B-12 Morrill Hall.

Announcements: (a) Vice President Bohlen has responded to the SFC that he doesn't presently intend to add a charge for the inter-campus bus, other than for the west bank-east bank link.

(b) Tuition vs. salaries. MSA has taken a sweeping position against tuition increases for the purpose of faculty salary increases. Lehmberg stated that any attempt to tie the two fails because of the co-mingling of funds.

1. Application of criteria in program prioritizing and budgeting.

Swan said a major part of the SFC's charge from the Senate is to assess the criteria used for evaluating programs. The SFC has not discussed the criteria by which budgeting is compared between colleges. SFC can at least ask how the budget reduction targets for each college were determined. Conversations suggest that many units see little relationship between their long-range plans and the dollars they have to forfeit in '82-'83. However, it is to each college's advantage to be guided by the long-range plans in making its assigned cut. SFC and SCC suspect colleges will only manage to make the cuts expeditiously, where open lines exist this year, which could be even more damaging than across-the-board cuts. It is now assumed that the cut is in the University's base. Hugh Kabat confirmed this from directives in Health Sciences.

Johnson pointed out that the committee should be able to learn something of where the cuts have been taken by a study of the detailed, line-by-line budget which is due July 1 or shortly after.

Lehmberg observed that in some places the only way to tie the plans to the cuts would be through exigency; hence there are people who now regret the University's haste in deciding not to declare a financial emergency.

2. Appeals process.

Consultative Chairman Patt reported that in February both the Regents and the President had suggested the FCC play a role as intermediary between aggrieved parties and the Regents. The FCC feels inadequately prepared to assume such a role. The SCC recognizes both that the units need an opportunity to make their case and that the appeals process has to have a time limit.

Vice President Keller said the Budget Executive is not opposed to the committees' withholding themselves from that task. Central administration, the Finance Committee and the Faculty Consultative Committee have the same objectives, he said, of assuring fair hearings and an end to the process. We're willing to do anything you want us to do in this respect, he told the committees.

Keller and the committee members agreed that, leaving aside the question of the Library School, CLA has held a reasonable level of consultation for all its affected units. Where the committees hear that the process has not been satisfactory within a college, or that the issue extends beyond a college, Keller said he would be happy to have Academic Affairs structure hearings for a review. He reemphasized that the judgments being made are not absolute but are relative to other units. He said he would be happy to get out a letter to deans, directors and department heads explaining appeals and setting a closing date for the process. However, he said, some aspects of the changes may not be resolved until a later time.

Keller said he has now talked with people in almost every one of the specific units affected by the program priorities. He described his discussions with the Astronomy faculty and IT deans and department heads, where the argument is over the relative value of basic science vs. applied science, but also involves the question of reasonable and fair work loads in present circumstances. Those parties have reached an accommodation.

Keller said the Regents' concerns are with the process and with fairness. While they may question certain decisions, they are coming to appreciate the decentralization of the prioritizing. They want to avoid looking at isolated parts of the whole plan.

Eaton asked whether Keller, in his talks with affected units, has perceived that they feel the grievance procedures within their colleges are adequate. Keller said that while some of course feel misunderstood, he is convinced they have been heard. He thinks each decision has turned out as it would have in any case. He predicted, however, that Academic Affairs will have to resolve the School of Management dispute by fiat.

Vice President Keller has been the only central officer involved in these discussions except in the Health Science units, where Vice President French has been the officer.

Pratt asked what the Budget Executive as a body would bring to an appeals hearing. Keller said the body would bring a dimension of formality; Vice President Bohlen would bring the reminder of the University's budget problem; Vice President Hasselmo would represent the need that budgeting be linked with planning.

Zahareas asked whether any of the appeals had radically changed Vice President Keller's mind. Keller replied no, and said significant changes have usually come where people proposed an alternative course which still satisfies the needs of the University. The Astronomy-IT agreement is an example; UMD has

made a case for recovering Home Economics and Education and cutting a different program.

Although the Budget Executive has yet to be tested as an appeals board, the plan sounds reasonable to the committees, said Swan and Pratt. Keller said he hoped by April the Budget Executive could report to SFC and SCC on who has appealed and what the disposition of the cases has been.

3. Matching budgets to priorities.

Vice President Keller distributed copies of several recent documents:

- (1) 3/8/82 Keller memo to provosts, deans, directors, department heads on Program Priorities Statements;
- (2) 3/8/82 Keller memo to Dean Lukermann on "Spending Reduction Targets for 1981-83 Biennium" (sample of memo to units heads), with attachment;
- (3) "Proposed Actions to Accommodate to 1981-83 Spending Reduction Targets (O&M Funds Only)", to be returned by March 26;
- (4) "Surcharge Alternatives and Resultant Implications" (3/10/82)
- (5) "University Budget Profile, 1981-83"
- (6) "Summary of Proposed Cuts for Coordinate Campuses" (3/9/82)
- (7) a tabulation by college of quantitative measures of work effort by several categories, including undergraduate teaching hours and enrollment;
- (8) retrenchment plans for UMC, UMM, AND UMW.

Keller expects \$1.5 million of the \$2.5 million to be saved will come out of the programmatic decisions. There are many empty lines on the programs identified. He expects the returns on the forms due March 26, "Spending Reduction Targets" to be the basis for the Budget Executive's discussion with the Finance Committee on next year's budget. The gains are not predicated on the dismissing of tenured faculty.

Committee members reported that anecdotal information reveals doubt that program priorities will truly be reflected in the cuts taken. Department heads and deans, in contrast to the Budget Executive, are skeptical the two can be matched up. Further discussion was laid over to March 18.

Keller briefly discussed the document "Surcharge Alternatives and Resultant Implications." The figures predict no significant enrollment drop from increased tuition. There is only speculation as to the integrated effects of the impending aid changes, the national economy, the job market, and the much higher cost of private colleges on student plans.

4. Faculty salaries.

Vice President Keller asked if a poll of faculty would be appropriate on a ballot which indicated the trade-offs and alternatives regarding salary increases. Faculty must responsibly take a position on the related issues when requesting an increase, he said. He approved the proposal for a forum jointly sponsored by Faculty Affairs and the SCC, if it is preceded by printed factual information and alternative choices on the budget. This year's 2.16% retrenchment for faculty salaries brought departments an appreciation of what a cut does, Swan said.

The meeting was adjourned at 3:00 p.m.



UNIVERSITY OF MINNESOTA

Office of the Vice President for Academic Affairs
213 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455
(612) 373-2033

March 8, 1982

To: Provosts, Deans, Directors and Department Heads

FROM: Kenneth H. Keller

SUBJECT: Program Priorities Statements

As all of you know, a draft of the Program Priorities Statements for each college was presented to the Board of Regents at its February meeting. The statements have, of course, gotten a good deal of publicity and discussion as one might expect. I am writing to insure that the next steps in the evolution of these documents are being taken.

We have made clear to the Regents that the individual priorities statements are drafts subject to revision. Since the statements were developed in consultation with deans and were based on documents available from program reviews, from collegiate planning statements and from informal and formal discussions within colleges, I believe that we have achieved reasonable consensus on the lower priorities in each unit. However, there may well be reasons for revising our designation of actions to be taken in reducing the scope of the programs identified as low priority, viz. reduction, reorganization or elimination. There is also work to be done in developing plans for effecting the proposed changes, including timing of the changes.

My purpose in writing is to urge all colleges to take advantage of this month to engage in discussions and consultation involving faculty and students to revise and refine the program priorities statements as appropriate. If fundamental changes are to be recommended in the programs identified as lower priority, I would expect that colleges would be prepared to adhere to the principle that at least 5% of the college's programs will be in that category. Where the college wants to recommend changes of any kind, we will certainly consider them. If the Budget Executive and President agree to the changes, the statements will be revised and the revision provided to the Board of Regents.

The Regents will discuss the priorities again at their March meeting and the priorities will be reflected in the two-year budget plan submitted to the Board in April. That budget plan will be acted on at the May meeting. The schedule is clearly tight. However, there is time for adjustment and your college consultative process should be operating in this period. If it would be helpful for me to meet with your consultative group to discuss the program priorities, please let me know and I will make every effort to arrange such a meeting.

:cac



UNIVERSITY OF MINNESOTA

Office of the Vice President for Academic Affairs
213 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455
(612) 373-2033

March 8, 1982

TO: Professor Fred E. Lukermann, Dean, College of Liberal Arts

FROM: Kenneth H. Keller, Vice President and
Chairman, Budget Executive

SUBJECT: Spending Reduction Targets for 1981-83 Biennium

As most of you are aware, the University has adopted a process of planning budgets on a two-year cycle that is exactly out of phase with the legislative biennium. This process requires that we put in place a plan for the next two fiscal years (FY83 and FY84) this spring. This plan must be submitted to the Regents for information at their April meeting and for approval at the May meeting.

The extensive planning process and the development of the program priorities statements have had both positive and negative effects in this respect. On the positive side, the program priorities statements will shape the two-year budget plans in accordance with well thought out academic decisions. On the negative side, the process has been time consuming and the need to deal simultaneously with a severe retrenchment and the threat of an even greater one has delayed our schedule so that we are not as far along as we would like to be in being able to specify all of the budgetary consequences of our plan in FY84.

For this reason, we will be concentrating on the FY83 budget in our presentation to the Regents in April and May. The purpose of this memorandum is to request your help in developing that budget. Based on the overall budget reduction plan that we have recommended to the Regents to deal with the \$26.6 million shortfall in the present biennial appropriation, and in consideration of long-range budget targets for your unit as well as present workload data, the 1981-83 spending reduction for your unit has been set at \$566,000. It is expected that this reduction will be met in part--hopefully in large part--by the actions scheduled to be taken in accordance with your program priorities statement. Unfortunately, in many cases, this will not yield sufficient savings in 1982-83 to cover your entire spending reduction and additional budget reductions will be required. Since these additional reductions can be covered in 1983-84 by additional savings generated by further programmatic changes, some of the reductions in 1982-83 can be taken from non-recurring funds, following negotiation and agreement with the appropriate Vice President.

Although the precise recurring base reduction for your unit has not yet been fixed (we hope to finish that process in the next few months) it is likely that your base reduction will be lower than the 1982-83 spending reduction and that funds should be available in 1983-84 out of program savings to reallocate internally to high priority programs.

Professor Fred E. Lukermann
March 8, 1982
Page Two

We ask your assistance in the completion of the enclosed form which will allow you to inform the central administration about how you will address this spending reduction. We are requesting specific information about the programmatic impacts of the reductions and how the reductions affect your budgets. Any savings in the current fiscal year can be applied to your target, but should be negotiated with your Vice President.

We also face a \$3.9 million shortfall in dollars appropriated for civil service salary increases for 1982-83. We must, therefore, ask you, in addition to the reduction to your 0100 base, to plan for 5 percent reduction in your civil service salary base and to assess whether such a reduction can be met by shorter work weeks, by layoffs, or by other means. Your special appropriations, of course, will have to absorb a similar civil service shortfall.

The price level increase of approximately 5 percent on SE&E budgets will be distributed.

Please fill out and return the enclosed form to your Vice President no later than March 26. Following a review of your submission, selected budget conferences may be called by the Budget Executive as necessary.

:cac
Enclosure

cc: Dr. C. Peter Magrath, President
University Vice Presidents

PROPOSED ACTIONS TO ACCOMODATE TO 1981-83 SPENDING REDUCTION TARGETS
(O&M Funds Only)

College _____

Spending Reduction Target \$ _____

1. Reductions achieved by programmatic changes specified in program priorities statement.

<u>Dept.</u>	Academic		Civil Service		SE&E
	Salary \$'s	Positions	Salary \$'s	Positions	\$'s

2. Other actions necessary to meet spending reduction targets.

<u>Dept.</u>	Academic		Civil Service		SE&E
	Salary \$'s	Positions	Salary \$'s	Positions	\$'s

3. Other actions to accomodate deficits, internal retrenchments, etc.

<u>Dept.</u>	Academic		Civil Service		SE&E
	Salary \$'s	Positions	Salary \$'s	Positions	\$'s

4. ^{Effects}~~Efforts~~ of actions in (1), (2) and (3) on the following (indicate separately to the extent possible):

- a) enrollments (full-year equivalent students)
- b) other clients, constituencies, or University operations, if appropriate
- c) instructional workloads (be as quantitative as possible)
- d) sponsored research and other sponsored programs
- e) other income, if appropriate
- f) other important factors not mentioned above

SUMMARY OF PROPOSED CUTS FOR COORDINATE CAMPUSES

As Percent of 1981-82 Base
(000's)

	Instructional	Non-Instructional	State Special	Centrally Allocated ⁽¹⁾	TOTAL
<u>TWIN CITIES</u>					
Base	109,114.8	102,333.8	45,107.9	3,627.0	260,183.5
Cut	2,500.0	6,892.6	2,503.6	876.0	12,772.2
Percent	2.29	6.74	5.55	24.15	4.91
<u>UMD</u>					
Base	8,401.5	7,741.5	282.8	429.0	16,854.8
Cut	223.0 ⁽²⁾	527.0 ⁽²⁾	6.0	53.0	809.0
Percent	2.65	6.80	2.12	12.35	4.80
<u>UMM</u>					
Base	2,299.4	2,808.7	28.6	69.0	5,205.7
Cut	33.0	190.0	0.0	24.0	247.0
Percent	1.14	6.76	-	34.8	4.74
<u>JMC</u>					
Base	1,701.4	1,873.4	22.8	30.0	3,627.6
Cut	28.0 ⁽²⁾	136.0 ⁽²⁾	0.0	11.0	175.0
Percent	1.65	7.26	-	36.7	4.82
<u>JMW</u>					
Base	1,406.3	1,937.8	8.0	8.0	3,360.1
Cut	78.0	77.0	0.0	4.0	159.0
Percent	5.55	3.97	-	50.0	4.73

1) "Base" figures in this column include centrally held, non-recurring funds (e.g., indirect cost recoveries, equipment replacement, computer) which were scheduled for allocation but are being retrenched partially to meet the shortfall. "Cut" figures indicate the amount of the allotment which was retrenched.

2) Allocations for this campus between instructional and non-instructional activities are tentative and await final submission by the campus.

March, 1982

*C. Elwood
P. L. ...*

*12/1/81
P. L. ...*

I	A	B	C	D	E	F	G	H	I	J	K	L
1:College	0100 budg base	dir acad sal	RATIO C/B	Total Spons Prog. Exp	RATIO E/B	W'kly CI Hrs 3 Qtr	FTE Rank Faculty	Weekly CI Hr/ Rank FTE	Un'grad TOTAL	Grad Grad SCH	as % of Total	
4:												
5:	liberal arts	22556500	1839800	.08	5082400	.23	11232.7	506.7	7.39	513978	42105	7.57
6:	technology	16527600	5893500	.36	17789700	1.08	6372.6	327.5	6.49	317385	22230	6.55
7:	agriculture	6618700	1917600	.29	6113300	.92	2683.9	97.2	9.20	58050	6122	9.54
8:	forestry	1088700	59100	.05	558400	.51	396.4	11.5	11.49	6535	638	8.89
9:	home economics	1877100	2900	.00	153600	.08	716	38.9	6.14	23998	1276	5.05
10:	medicine	19745800	9134600	.46	44001000	2.23	2129.1	578.6	1.23	124431	8261	6.23
11:	public health	1561800	1781100	1.14	10620300	6.80	1130.2	70.3	5.36	20934	4470	17.60
12:	pharmacy	1533100	349100	.23	962500	.63	495.2	50.6	3.26	12281	709	5.46
13:	nursing	1493100	258600	.17	704000	.47	2239.5	57	13.10	9181	2880	23.88
14:	dentistry	7533100	353800	.05	1906600	.25	7413.4	160.1	15.43			
15:	biological sci	4241000	1243300	.29	4939100	1.16	726	79.5	3.04	47913	3686	7.14
16:	veterinary med	3826900	457100	.12	1592900	.42	2575.6	68.1	12.61	19967	610	2.96
17:	law	2904500	18500	.01	30800	.01	557.5	28	6.64	29136	516	1.74
18:	hhh	401600	0	.00	0	.00	158	11.4	4.62			
19:	education	8303600	1633900	.20	4978800	.60	4540.7	188.3	8.04	70734	17997	20.28
20:	management	3753000	157600	.04	443600	.12	1652.2	66.5	8.28	67915	22875	25.20
21:	university col	341700	0	.00	0	.00						
22:	general college	2532500	109300	.04	458800	.18	1670.8	54.5	10.22	107123	24	.02

1982-83 UMC STAFF REDUCTIONS

DRAFT

*RH will
note on tape*

	<u>January</u>	<u>February</u>
<u>Plant Services</u>		
2 FTE Custodial (early start)	\$ 40,592	\$
1 FTE Custodial (early start)		20,640
1 FTE Painter (early start)		27,300
	<u>\$ 40,592</u>	<u>\$47,940</u>
 <u>Student Affairs</u>		
1/2 FTE Patrolman (7 months)	\$ 12,948	\$
2 months Admissions Counselor	2,520	
1/2 month Records Secretary	612	
3 weeks Minority Director	1,250	
1 week Minority Director		415
1/2 month Student Activities Secretary		522
	<u>\$ 17,330</u>	<u>\$ 937</u>
 <u>Institutional Advancement</u>		
1/2 FTE Special Events Coordinator (11m)	\$ 8,801	
1 month Secretarial	1,272	
1 month Information Services Representative	1,594	
	<u>\$ 11,667</u>	
 <u>Learning Resources</u>		
1 1/2 months Librarian	\$ 2,162	
2 1/2 months Editor	3,785	
1 month Secretarial	1,103	
1 month Secretarial	1,171	
	<u>\$ 8,221</u>	
 <u>Administration</u>		
1 FTE Switchboard Operator (early start)	\$ 14,420	
 <u>Academic Affairs</u>		
1 FTE HRI Instructor	\$ 18,000	\$
1/2 month HRI Secretary	636	
1/2 month Arts & Sciences Secretary	636	
3 months Ag Secretary (1/2 time position)		1,359
1/2 FTE Faculty by Attrition		8,000
	<u>\$ 19,272</u>	<u>\$ 9,359</u>
 TOTAL	 \$111,502	 \$58,236
 AND TOTAL	 \$169,738	<div style="border: 1px solid black; padding: 5px; display: inline-block;">*28,631</div> ↓ Academic

BUDGET RETRENCHMENT PLAN
FOR UMW

1981-82 - 0100 Budget - \$3,617,544

3,537,375 before sal ↑

including physical plant??

3% Retrenchment
(\$108,525)

4% Retrenchment
(\$144,701)

1.00 (F)	Administrative Unit Head <i>where? who?</i>	25,000	
1.00 (F)	Ag Communication Faculty & SEE	25,000	> Acad
0.25 (S)	Administration ½ Ass't Secretary	2,500	
0.25 (S)	Principal Lab Attendent ½ Position	4,347	• <i>Acad</i>
0.25 (S)	Institutional Research ½ Sr. Sec'ty	2,793	
0.50 (A)	International Program ½ Staffing	8,740	>
0.50 (S)	Student Affairs ½ Secretary	5,400	
0.25 (S)	Counseling ½ Position & SEE	4,845	
0.25 (S)	Painter 12 months to 9 months	4,900	
1.00 (F)	Rural Home Service and Rural Youth Recreational Faculty & SEE	25,000	> <i>Acad</i>
1.00 (S)	Building and Grounds Worker		12,500
0.50 (F)	Ag Research ½ Faculty and SEE		12,500 <i>Acad</i>
0.25 (F)	Food Industry & Technology ½ Faculty and SEE		6,250 <i>Acad</i>
0.25 (A)	Development Coordinator or ½ Position		4,926
		\$108,525	\$144,701

? { 2.75 FTE Fac. - F
1. " Admin - A
3.25 " Support. - S
7.00

3.75 Fac
0.85 Admin
2.75 Staff
7.35

University of Minnesota, Morris
Morris, Minnesota

21 January 1982

Memo to: Kenneth Keller, Vice President, Academic Affairs

From: Jack Imholte, Provost, UMM *Jack Imholte*

Subject: Plan For Five Percent Internal Retrenchment and Reallocation,
1981-83 (Second Draft)

PLAN includes 2.16%
check w/ KK

-14 FTE
-\$270K

The plan that follows is consistent with and indeed a part of the "Statement on Mission, Planning Assumptions, Goals, Objectives, and Priorities for the University of Minnesota, Morris," third revision (September 1981). The plan is the outcome of our meeting held on November 12. It is a five percent movement of internal funds, that is, a retrenchment and reallocation within UMM for the period ending June 30, 1983, of \$270,000 (five percent of \$5,400,000). It is understood, however, that the reallocation either in whole or in part, is tentative and may not occur until after the 1981-83 biennium.

This draft is a revision of the December 18, 1981, memorandum, "Plan for a Five Percent Internal Retrenchment and Reallocation, 1981-83." Despite the lack of time and opportunity to conduct a careful and thoroughgoing review of the plan, there has been extensive consultation with a number of campus committees, units, and individuals concerning the initial draft. The plan is under continuing review.

The following considerations are relevant and applicable to the five percent plan:

1. Our top priority is the protection of the academic program. Reduction of almost any magnitude in our already lean academic program is unwise. Retrenchment which would eliminate one or more disciplines or weaken a discipline would be detrimental to the entire program and contrary to the principles expressed in our planning document. It is of highest importance to preserve as much of the academic program as we can.
2. The heaviest burden of retrenchment is on our service units, including administrative services, business services, student services, and especially plant services. As a result, the effectiveness of the units and individuals within each of these categories will be reduced in both quantity and quality.
3. Enrollment declines have been predicted for UMM in the 1982-83 academic year and subsequently. Tuition increases, financial aid cuts, demographic considerations, and most recently, unwelcome publicity over the possible closing of the campus, could make the prediction become a self-fulfilling prophecy. If enrollment declines do take place, course offerings based on enrollment can be retrenched.

4. In the reallocation process, the main consideration has been to make progress toward fulfillment of the academic core program.
5. The other major area of reallocation is in admissions. It is necessary to continue to carry on an effective program of informing prospective students about the University of Minnesota, Morris.

Five Percent Movement of Funds

RETRENCHMENT

Administrative Services

Supplies, expense, and equipment	\$ 5,000	
University Relations, .5 FTE	<u>9,000</u>	
	\$ 14,000	.5 FTE

Academic Program

One enrollment-related FTE faculty position in introductory courses (principally English composition and/or introductory mathematics), provided enrollment declines by 100 or more students by fall, 1983.	\$ 15,000	
One FTE faculty position, by attrition, As open positions revert centrally, a position occurring in education, history, English, or biology currently seems most likely to lead to a retrenchment.	20,000	
Library clerical .25 FTE position (\$3,000) and education methods instruction .1 FTE position (\$2,000).	<u>5,000</u>	
	\$ 40,000	2.35 FTE

Business Services

Supplies, expense, and equipment	\$ 10,000	
Business Office secretary, .9 FTE	11,000	
Reduction in security guards, .4 FTE	6,500	
Security secretary, .2 FTE	<u>1,500</u>	
	\$ 29,000	1.5 FTE

Student Services

Supplies, expense, and equipment	\$ 5,000	
Admissions Counselor, .2 FTE	2,600	
Placement Director, .1 FTE	2,200	
Secretary, Admissions & Financial Aids, 1.0 FTE	11,940	
Assistant Provost, .1 FTE	3,460	
Administrative Assistant, .1 FTE	1,600	
Secretary, Office of Residential Life, 1.0 FTE	14,700	
Custodian, Office of Residential Life, .6 FTE	<u>7,500</u>	
	\$ 49,000	3.1 FTE

Plant Services

Supplies, expense, and equipment	\$ 16,000	
Senior General Mechanic (carpenter), 1.0 FTE	18,800	
Building and Grounds Workers, 2.75 FTE	37,200	
General Mechanic, 1.0 FTE	15,500	
Landscape Maintenance Supervisor, .25 FTE	5,400	
Miscellaneous payroll, .25 FTE	4,000	
Steamfitter, 1.0 FTE	19,600	
Mechanic (Heating Plant), .25 FTE	4,400	
Gardener, 1.0 FTE	13,200	
General Mechanic (painter), .25 FTE	<u>3,900</u>	
	\$138,000	7.75 FTE

REALLOCATION

For partial salary increment

\$ 95,000 ?? *must have this.*

Academic Program

Three FTE faculty positions. Among the areas currently likely to receive an additional faculty position (cf. 1979 biennial request) are anthropology/ sociology, chemistry, foreign languages, geology, mathematics/computer science, music, psychology, and speech communications/theatre. Criteria for reallocation are being developed.

\$ 60,000

Academic Support:

Science laboratory technician, 1 FTE	\$15,000
Academic advising assistant, .5 FTE	6,000
Continuing Education and Regional Program staff, .5 FTE	6,000

Academic Support (continued)

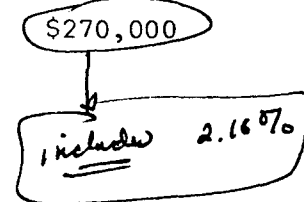
Audio-visual services clerical support, .3 FTE	\$4,400	
Faculty grants support	4,600	
Freshman Seminar Program	6,000	
Minority lecturers	4,000	
Leave replacement funds	5,000	
Remedial assistance	<u>4,000</u>	\$ 55,000
SEE and equipment replacement		\$ 25,000
Student Services		
Admissions		<u>\$ 35,000</u>
		\$270,000

Summary

The guiding principle in the five percent movement of funds at UMM is the necessity to protect and to strengthen our core academic program, as well as to increase our admissions effort. It means that the deepest cuts occur in our service areas.

A five percent movement of funds would mean a redistribution of \$270,000. Cuts would occur as follows:

<u>Category</u>	<u>Percent of Budget Base that is Retrenched</u>	<u>Amount of Retrenchment</u>
Plant Services	9.56%	\$138,000
Student Services (Admissions)	7.75%	49,000
Academic Program	1.50%	40,000
Business Services	7.27%	29,000
Administrative Services	<u>5.15%</u>	<u>14,000</u>
	5.00%	



Kenneth Keller
21 January 1982
page 5

Reallocation would occur as follows:

<u>Category</u>	<u>Amount of Reallocation</u>
Salary Increment	\$ 95,000
Academic Program	140,000
Student Services (Admissions)	<u>35,000</u>
	\$270,000

The full-time equivalent of 14 employees would be affected by the fund movement. Reductions would occur through retirements, attrition, decreases in percentage of time worked, and layoffs.

pt

cc: Stanley Kegler

March 10, 1982

SURCHARGE ALTERNATIVES AND RESULTANT IMPLICATIONS

At the Regents' meeting in February, a University Budget Profile for 1981-83 was presented which included a 15% tuition surcharge. (For purposes of reference, this profile is attached as the final page of this document.) Listed below are three alternative surcharge levels: 20%, 8%, and 0%. Included with each alternative are examples of the types of action which would be necessary if this particular surcharge were enacted. All figures shown below are the changes to the amounts shown for the budget with a 15% surcharge.

With a 20% surcharge, obviously additional revenue is generated which would lead to fewer cutbacks in the areas shown. With an 8% surcharge, alternatives are shown with a declaration of financial exigency and without a declaration of financial exigency. At the 0% level or no surcharge, only an alternative with a declaration of financial exigency is shown.

20% Surcharge

Additional Revenue ⁽¹⁾	<u>\$2.8 million</u>
Additional money available for library and equipment purchases	\$1.5 million
Elimination of non-programmatic cuts in academic units	<u>\$1.3 million</u>
TOTAL	<u>\$2.8 million</u>

8% Surcharge Without Fiscal Exigency

Additional Deficit ⁽²⁾	<u>\$4.0 million</u>
Remove protection from all state specials ⁽³⁾ and raise <u>minimum</u> cut to 6%	\$1.6 million
Cut general purpose and seed money research allotments ⁽⁴⁾ to collegiate units	\$1.1 million
Cut price level increase by 25%	\$0.6 million
Further cuts in academic support on coordinate campuses	\$0.1 million
Further cuts in support services	<u>\$0.6 million</u>
TOTAL	<u>\$4.0 million</u>

8% Surcharge With Fiscal Exigency

Additional Deficit(2)	<u>\$4.0 million</u>
Execute all planned programmatic changes by July 1, 1982 and and restore non-programmatic cuts	\$2.4 million
Remove protection from all state specials(3) and raise minimum cut to 6%	<u>\$1.6 million</u>
TOTAL	<u>\$4.0 million</u>

0% Surcharge With Fiscal Exigency

Additional Deficit(2)	<u>\$8.5 million</u>
Execute all planned programmatic changes by July 1, 1982	\$3.7 million
Remove protection from all state specials and raise minimum cut to 7%	\$1.8 million
Cut general purpose and seed money allotment(4) to colleges	\$1.1 million
Cut price level support by 35%	\$0.8 million
Additional support service cuts	<u>\$1.1 million</u>
TOTAL	<u>\$8.5 million</u>

Notes

- (1) The amount generated beyond that generated with a 15% surcharge
- (2) The additional deficit incurred beyond the deficit incurred with a 15% surcharge.
- (3) Programs cut would include minority fellowships, HELP Center, Graduate School Research Funds, Veterinary Diagnostic Laboratory, etc.
- (4) Includes funds from indirect cost recoveries, equipment replacement, departmental administration, etc.

UNIVERSITY BUDGET PROFILE

1981-83

Budget Problems
(Realized)

1. Reduction of Direct Legislative Appropriation --	\$19.6 M
2. Reduction in Salary Appropriation for 1982-83	
a. Civil Service --	\$ 3.0 M
	<hr/>
	\$22.6 M
b. Faculty -- (Base: 9%)	\$ 4.0 M
	<hr/>
	\$26.6 M
3. Other Problems: Continuing and New	
a. Budget Deficit From 1981-82	\$-1.5 M
b. Shortfall: Civil Service Annualization	\$-0.4 M
c. Shortfall from 10% Faculty Salary Increase in 1981-82	\$-1.4 M
d. Shortfall from Mandated Civil Service Increases in 1981-82	\$-0.8 M
e. Elimination of Federal Bankhead-Jones Funds in 1982-83	\$-0.2 M
	<hr/>
	\$-4.3 M

Budget Remedies
(Proposed)

1. Reduced Program Outlays --	\$14.2 M
a. Support Services --	\$ 6.9 M
b. Academic Programs --	\$ 3.5 M
c. State Specials --	\$ 2.5 M
d. Coord. Campuses --	\$ 1.3 M
2. 15% Tuition Surcharge ---	\$ 8.2 M
3. Further Campus-Wide Retrenchment for Civil Service Increases --	\$ 3.8 M
a. 1981-82 --	\$ 0.8
b. 1982-83 --	\$ 3.0
	<hr/>
	\$26.2 M
4. Faculty Salaries in 1982-83 Commensurate with Funds Available: Estimate: 6+%	\$ 4.0 M
	<hr/>
	\$30.2 M

Net: \$3.6 M Surplus
(But See "Other Problems" Below)

Current Net Deficit
for 1981-83
Biennium - \$ 0.7 M