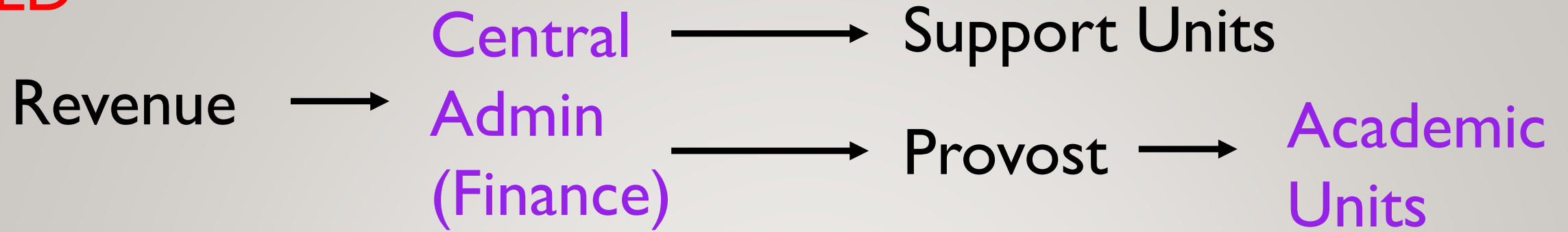


BUDGET MODEL CONVERSATIONS

[HTTPS://BUDGET.UTK.EDU/BUDGET-ALLOCATION-MODEL/](https://budget.utk.edu/budget-allocation-model/)

OLD



NEW



WHY? Strategic spending, more transparency

Primary Units Organization

The Working Group and Steering Committee selected Primary Units organized into three categories: Academic, Other Academic and Auxiliary.

Primary Units		
Academic Units (10)	Other Academic Units (2)	Auxiliary Units (7)
<ul style="list-style-type: none">▪ College of Architecture and Design▪ College of Arts and Sciences▪ College of Communication and Information▪ College of Education, Health and Human Sciences▪ College of Nursing▪ College of Law▪ College of Social Work▪ Haslam College of Business▪ Herbert College of Agriculture▪ Tickle College of Engineering	<ul style="list-style-type: none">▪ Centers and Institutes:<ul style="list-style-type: none">○ Baker Center○ Bredesen Center○ Ctr Environmental Biotechnology○ Inst Adv Comp Manu Innovation (IACMI)○ Institute for Nuclear Security○ Joint Institutes (JIAM, JINS, JIBS, JICS)▪ Conferences and Non-Credit Programs	<ul style="list-style-type: none">▪ Athletics▪ Dining▪ Housing▪ Parking▪ Service Center▪ Thompson-Boling Arena▪ VolShop

Revenue – UG and Grad Tuition, Financial Aid, Fees, Indirects,
State Appropriations (*based on student credit hours, degrees
completed, grad degrees completed, research support*), (**Subventions**)



**Academic Units
and Centers** →



Revenue – UG and Grad Tuition, Financial Aid, Fees, Indirects,
State Appropriations (*based on student credit hours, degrees
completed, grad degrees completed, research support*), (**Subventions**)

↓
**Academic Units
and Centers**

“Bills” (Expenditures)

Salaries

→ Benefits

Start-up costs

Participation fee (subvention;
university strategic initiatives)

Cost Allocation Fees to Support Units



Revenue – UG and Grad Tuition, Financial Aid, Fees, Indirects,
State Appropriations (*based on student credit hours, degrees
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**Academic Units
and Centers**



“Bills” (Expenditures)

Salaries

Benefits

Start-up costs

Participation fee (subvention;
university strategic initiatives)

Cost Allocation Fees to Support Units



“Spending Money”

Strategic Initiatives
New faculty, etc.

WHAT DO WE NEED TO THINK ABOUT?

METRICS!



Revenue – UG and Grad Tuition, Financial Aid, Fees, Indirects,
State Appropriations (*based on student credit hours, degrees
completed, grad degrees completed, research support*)



**Academic Units
and Centers** →



“Spending Money”
Strategic Initiatives
New faculty, etc.

“Bills” (Expenditures)

Salaries

Benefits

Start-up costs

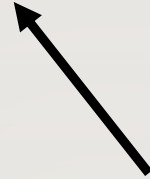
Participation fee (subvention;
university strategic initiatives)

Support Unit Allocations

Revenue – UG and Grad Tuition, Financial Aid, Fees, Indirects,
State Appropriations (*based on student credit hours, degrees
completed, grad degrees completed, research support*)



**Academic Units
and Centers**



Colleges get money based on these things... Do they appropriately incentivize teaching excellence, research excellence, etc.?

Excellence incentives will also occur at the College level

Revenue – UG and Grad Tuition, Financial Aid, Fees, Indirects,
State Appropriations (*based on student credit hours, degrees
completed, grad degrees completed, research support*)



**Academic Units
and Centers**



“Bills” (Expenditures)

Support Unit Allocations

We get billed based on student head count, square
foot of space, faculty head count, research, etc.
Are these the best way to incentivize support units?
Is this a fair way to bill?

Support Unit Allocations

Cost pools were grouped based upon Working Group and Steering Committee discussions to be allocated in the budget model based upon a specific rule or metric.

Cost Pool	Support Units	Allocation Metric*
Academic Support	Chancellor's Honors, Continuing Studies, Distance Learning, Educational Advancement, Graduate School, Military Science & Leadership, Provost & Sr. Vice Chancellor, Teaching & Learning Innovation, Access and Diversity Funds, Center for Global Engagement	Student /Faculty Headcount
Administrative Support	Associate VC Finance and Admin, Budget and Finance, Bursar's Office, Business Services, Chancellor, General Support, Institutional Memberships, Institutional Research, McClung Museum, UT Foundation Direct Support	Direct Expenditures
UT Systems & Foundation Support	UT Systems, UT Foundation, UT Research Foundation	Direct Expenditures
Employee Services	Human Resources, Staff Benefits	Faculty & Staff FTE
Facilities	Assoc VC Facilities Services,, Facilities Services	Net Assignable Square Feet (NASQFT)
Utilities	Utilities	(NASQFT)
IT	Associate VC and CIO, Data Processing Services	Total Headcount
Libraries	Libraries	Faculty & Student Headcount
Public Safety	Assoc VC Public Safety/Chief, Campus Police, Emergency Management Services, Environmental Health & Safety	Total Headcount
Research	Research & Sponsored Support, Research Development, Research Integrity, Sponsored Projects Accounting, The Science Alliance, VC Research and Engagement, Natl Inst Bio Math Syn (NIMBioS)	Grants & Contracts Revenue
Student Services	Enrollment Management, Student Life	Student Credit Hours

Note: Cost pools are subject to change until model is finalized.

THINGS THAT COULD FALL THROUGH THE CRACKS

E.G. SCHOLARSHIP THAT DOESN'T GENERATE
REVENUE, FIRST YEAR RETENTION METRICS,
ADJUNCT FACULTY, ETC. ETC. ETC.

THINGS THAT COULD FALL THROUGH THE CRACKS

E.G. SCHOLARSHIP THAT DOESN'T GENERATE
REVENUE, **FIRST YEAR RETENTION** METRICS,
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TINTO AND CULLEN, 1973

THE STUDY ON COLLEGE DROPOUT RATES THAT HAS BECOME THE BASIS FOR STUDENT SUCCESS INITIATIVES HIGHLIGHTS **FACULTY INTERACTIONS AS A KEY TO RETENTION**, ON PAR WITH INTELLECTUAL DEVELOPMENT, GRADE PERFORMANCE, AND PEER GROUP INTERACTION.

SO FIRST YEAR RETENTION SHOULD BE A
MEASURE OF FACULTY ENGAGEMENT AND
TEACHING EXCELLENCE .

WHO GETS CREDIT FOR IT IN THIS MODEL?
IS IT IN THE MODEL?



METRICS DRIVE FUNDING, VALUE, POSITIONS NATIONAL SHIFTS FROM 1975 TO 2011

FULL-TIME TENURED AND TENURE-TRACK FACULTY GREW 23%

CONTINGENT FACULTY GREW **289%**

NONFACULTY PROFESSIONALS GREW **369%**

--BASED ON THE AAUP 2013 AND ACADEME 2016 REPORTS

WHAT DO WE NEED TO KNOW ABOUT THE BUDGET MODEL? CURRENT REQUESTS:

- 1) FY19 baseline budgets of each unit (transparency)
- 2) Metrics used to allocate revenues and assess fees (how the money flows)

WHAT DO WE NEED TO ASK OURSELVES?

And
tomorrow...

What do we value that needs to be in the model? What best reflects the work we do?

<https://budget.utk.edu/budget-allocation-model/submit-feedback/>