UNIVERSITY OF ILLINOIS
AT SPRINGFIELD

2012 Annual Budget & Planning Priorities Report

Presented to

Campus Senate & UIS Administration

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Prepared by the

CAMPUS PLANNING AND BUDGET COMMITTEE 2011-12

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I. Introduction

Each year the Campus Planning and Budget Committee (CPBC) develops “the budget and planning priorities and issues” of the campus for the next fiscal year under consideration. This report formerly known as the Goals and Objectives Report (GOR) is presented to the Campus Senate and the UIS administration. Although this report presents the campus planning and budget priorities and issues for the fiscal year 2013-14 (FY14), it also gives direction to our current efforts for FY13 (see Appendix A).

The Committee recognizes the important challenges facing the campus: continuing state budget deficits, legislative delays, and associated uncertainty; secular decline of state funding of higher education and UIS’ share; and unfavorable demographic changes in Illinois college age population. The Committee also recognizes some core goals must be upheld at UIS: maintain core academic programs, initiatives, and activities; sustain competitive salaries for faculty and staff; manage financial aid programs to maintain a diverse and academically talented student population; and ensure that all operations, facilities, and activities support UIS’ core instructional mission.

The committee met every other week during the academic year and the meetings are open to public. All meeting dates are posted on the Campus Senate website and all committee records are posted under CPBC Blackboard accessible to all members of the committee. In preparing its recommendations of budget and planning priorities and issues for UIS, the committee consulted the following sources: (a) Campus Top Budget Priorities Survey 2012 (see Appendix B for summary results); (b) Campus Unit Heads and respective top priorities (see Appendix C); (c) University Budget Documents (Operating and Capital Budget Requests for FY 2013: http://www.pb.uillinois.edu/dr/budgetbook.cfm); (d) CPBC Past Goals and Objective Reports — Top Priorities (Appendix D); and (e) UIS Strategic Plan Priorities (Available on UIS Website).
II. Recommended Top Budget Priorities for UIS

The committee recognizes the campus must uphold its core mission at all times. Based on review of the available information, interviews, and after careful deliberations, the committee recommends the following three **in rank order** as the top budget priorities for the campus for FY2013 and FY2014:

**Number 1 Priority -- Enhance Salary Competitiveness.** The committee strongly recommends the campus devote more of available campus funds to salary enhancement for faculty, academic professionals, and civil service staff from its current funding level to effectively address the issues of continuous erosion of purchasing power of earnings of campus community over the past several years. Generally, annual salary increment covers three elements: cost of living adjustment to keep real income constant, merit increment to reward higher productivity, and a “catch-up” amount to address “equity” and compression problems. To improve retention and employee morale and productivity, campus must invest in its most important resource – its dedicated employees.

**Number 2 Priority -- Strengthen Student Recruitment, Retention, and Services:** The committee recommends the campus vigorously recruit quality students nationally and internationally – both on-campus and on-line; increase student retention rate; and enhance campus life. In particular, the committees recommends, in light of increased funding in recent years, the campus implement mechanisms to continuously study and monitor the “return on investment” of increased allocation in recruitment, retention, and service efforts and retain and promote what works best.

**Number 3 Priority -- Enhance Educational Quality:** The committee recommends the campus increase the number of quality degree, certificate, and course offerings consistent with market demand and competitiveness with peer institutions; improve campus life; promote faculty development, research and professional activities; and ensure continuous support for technology integration to enhance course delivery and teaching pedagogy.

Other Recommendations

The committee conducted several studies during the year and further recommends that the campus continue to monitor the following three items to improve budget allocation and efficiency:

1. **Instruction vs. Non-Instruction Expenditures Trend at UIS:** The IBHE data, as presented, shows a declining trend in “instructional” portion of the UIS budget from 47.11% of the “unrestricted revenue” in 2008 to 42.86% in 2012 (see Appendix E). The committee recognizes the problem with *composition* of “instruction” vs. “non-instruction,” nevertheless, is worried about the declining *trend*, which calls for further careful study. An alternative estimate of the data for FY2010, provided by the Academic Affairs, indicates, although 46.3% of total appropriation is allocated to “instructional costs” at UIS -- the second lowest allocation among all state universities (state average 48.9%), when “academic support costs” is added, the share increases to 63.4% (state average 60.8%) for that particular year. However, UIS’ “academic support costs” of 17.1% of the total in FY2010 is the second highest costs among all state universities (state average 11.9%) which requires careful further study (See Appendix E).

2. **Faculty Retention Rates:** The committee conducted a preliminary study to determine if there is any trend in faculty resignations and non-reappointments by tenure, gender, race/ethnicity, and by Colleges. Data provided by Academic Affairs indicate (a) during 2009-11, there was a decrease in tenure/tenure track (T/TT) faculty in LAS, CBM, and LIB and an increase in PAA and EHS with a net loss of seven T/TT positions for the campus (about 8% of T/TT faculty); and (b) during the same three year period, there was an increase of 10 non TT positions. In terms of race and gender distribution, the committee noted the under representation of certain minority groups among the UIS
faculty and is especially concerned with the net decrease of T/TT faculty in certain minority group (five Black T/TT faculty in 2011 compared to 11 in 2006) and recommends careful study of the issue and development of programs to address the problem (See Appendix F).

3. **Hiring Trends**: The committee conducted a preliminary study to determine trend, if any, in academic hourly, civil service extra help, and post retirement appointments at UIS. During 2007 – 11, there has been an increase in the number of retiree appointments at the rank of adjunct faculty from five in fall 2007 to 10 in fall 2011. During the same period, the total part time appointments increased from 138 to 150. During 2009-11, other appointment types (e.g., academic professional, academic hourly and extra help) have neither increased nor decreased significantly (See Appendix G).

**III. Recommended Goals of CPBC for 2012-13:**

1. **Return on Investment Studies**: The committee recommends to continue to study and monitor “return on investment” (ROI) for budget allocations. During 2011-12, the committee received preliminary reports from Dr. Tim Barnett, VC Students Affairs on *Recruitment/Retention/Enrollment* (Oct 18, 2011); Dr. Karen Moranski, Associate VC Undergrad Education on *ROI in Academic Advising* (Nov 8, 2012); Mr. Ed Wojcicki, Associate Chancellor for Constituent Relations and Ms. Michelle Green on *ROI in Marketing/Branding* (Nov 8, 2012); and Ms. Laura Dorman, Director of Institutional Research on *College Rankings: UIS and Peer Institutions* (Feb 8, 2012). Further, during fall 2012, the committee is expecting a report from the Athletic Director on *ROI in Athletics*.

2. **Trends in Faculty/Staff Positions and Salary/Compensation Growth**: The committee recommends the campus conduct a careful study to address the following questions: Has there been an increase in upper administration/management salary/compensation growth compared with faculty and staff? Has there been an increase in upper administration/management (including academic support) positions in recent years?

3. **Costs of Attendance/ Affordability at UIS**: At UIS, total costs of attendance (tuition/fees, room & board, and other) has been rising and UIS is currently ranked 5th highest among the 11 state universities. However, in terms of tuition and fees only, UIS is still more affordable (ranked 8th). The committee recommends conducting a comparative study of the tuition/fees and total costs of attendance at peer institutions, including both public and private universities, to address the issue of affordability.

**IV. APPENDIX**

APPENDIX A: Functions of CPBC: UIS Bylaws governing CPBC
APPENDIX B: Campus Budget Priorities Survey 2012 – Instrument & Summary Results
APPENDIX C: Top Budget Priorities of Campus Units FY13 and FY 14
APPENDIX D: Past CPBC Recommendations – Summary 2005-11
APPENDIX E: Instruction vs. Non-Instructional Expenditure Trend UIS 2008-11
APPENDIX F: Faculty Retention Rates UIS 2006-11