

IOWA STATE UNIVERSITY
College of Agriculture and Life Sciences

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Budget Forum
Monday, April 13, 2009

Update on Current Fiscal Year, FY09

Decreased state revenue led to midyear budget reduction

- ISU budget reduced 2.5% (\$7.17 million)

University responded with multiple layers of options

- First 1.0% handled centrally
- Second 1.5% reduction distributed proportionally
- Administrative furloughs
- Voluntary staff furloughs/LWOP
- Voluntary donation to university via ISU Foundation
- Created Strategic Budget Planning Teams to look at FY10 and beyond (Teaching Loads & Class Sizes)

CALS Current Fiscal Year, FY09

- 1.5% decrease (about \$900,000) addressed by:
 - Suspending searches for 7 faculty and 1 lecturer
- Voluntary staff furloughs/donations to Foundation
 - About \$25,000 in furlough savings and \$8,520 in donations to ISU Foundation

Teaching Loads & Class Sizes

Executive VP/Provost Hoffman:

- “I am writing to strongly endorse the...report from the Task Force on Teaching Loads and Classes.
- “First, we all recognize that teaching our undergraduate and graduate students is core to the university’s mission. At the same time we must renew our commitment to reward both scholarly teaching and the scholarship of teaching. Second, because our state resources are declining, it is essential that we maintain, and in some cases increase, our faculty’s teaching opportunities.
- “Throughout this process, we must always keep our focus on our ranking as an AAU, Carnegie Research Extensive University which requires that we balance our research, teaching and extension/ outreach responsibilities.”

Teaching Loads & Class Sizes

Executive VP/Provost Hoffman wrote:

- “It is the department chair’s responsibility to ensure that each faculty member’s PRS [position responsibility statement] correctly reflects the faculty member’s strengths.
- “For example, if a faculty member is highly successful in obtaining external funding to support her/his research program, than that faculty member’s responsibilities in teaching or extension might be reduced.
- “And the reverse is true – if a faculty member is not successful in obtaining external funds or is not meeting expectations in producing externally, peer-reviewed products, that faculty member’s research appointment may be reduced.”

FY10 Planning: Much Uncertainty

- Economic, political outlook incomplete and uncertain
 - Most recent budget target: 14.5% cut to ISU, \$41 million
 - March: Regents approve policy of no FY10 salary increases
- Federal stimulus funds: very important role, but unclear

FY10 Planning: Much Uncertainty

- Retirement Incentive Program initiated
- ISU Fall 2009 enrollment: 215 behind pace set a year ago
- CALS Fall 2009 enrollment: running ahead by 41 compared to a year ago (new students who've accepted admission offers)

Budget Development Schedule

In April, individual budget discussions with Executive VP/Provost (CALs, April 16)

April 27: final budget submission from CALS due to Executive VP/Provost

April 29-30: Regents meeting on preliminary budget

May 4: Executive VP/Provost presents budgets for Resource Responsibility Centers to University Budget Advisory Committee (UBAC)

May 18: Final budget discussion with UBAC

May 20: Final budget approved by President

June 10-11: Regents meeting on final budget

CALS Planning

- Preliminary FY10 budget reduction target of 7.5% (approx. \$5.6 million with ISUE reduction included)
- College expected to allocate **differential** reductions
- CALS Cabinet and Faculty Senators focused on budget since late 2008
- Budget meetings held with departments throughout March; Centers & Program Units submitted budget reduction plans

CALS Planning

- 3 criteria guiding allocation of differential reductions
 - Future opportunities to invest in excellence in teaching, research, extension
 - Overall performance in teaching, research, extension
 - Ability for units to make a budget reduction, or recover from a budget reduction
- Some CALS budget lines cannot, or will not be, reduced: ie, utilities, tuition distribution, programmatic matches, diversity programs

CALS Planning

Things could still change . . .

- 7.5% reduction once thought to be worst case; now, uncertain
- Response to Retirement Incentive Program may be crucial
- Department and center leaders met Friday, April 10, with officials from Human Resources, Provost's Office and others to talk about management options

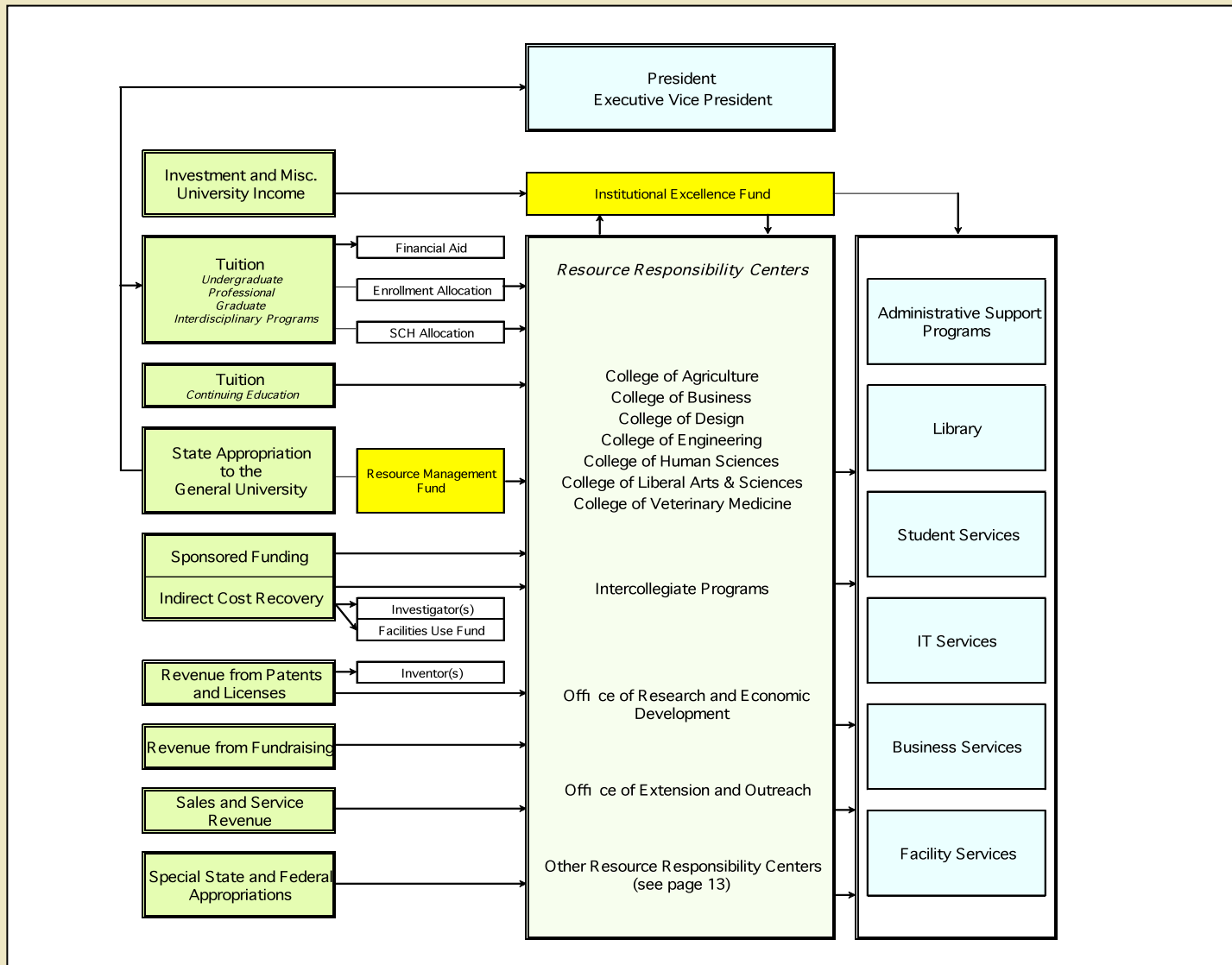
Budget Planning Under a New Model

FY09 – Implementation of Resource Management Model (RMM)

In the College, our budget decisions guided by:

- Excellence in teaching, research and extension
- Commitment to strategic plan
- Well-reasoned budget decision-making with input from departmental leaders, Faculty Senators
- Commitment to collaboration and collegiality across programs

Resource Management Model (RMM)



A New Model

What RMM demands from our university culture, especially now when we're seriously planning for the long-term to emerge stronger with fewer resources:

- Demonstrated ability to change and adapt
- Encouraging innovation and risk-taking
- Flexibility and timeliness in responding to changing demands for academic programs, majors, courses
- Demonstrated willingness to reduce or discontinue lower-priority programs, services
- Increased communication on budget decisions and how they relate to long-term goals

A New Model

For CALS, a key decision in the RMM has been to integrate the College and the Experiment Station

Importance can't be understated: reflects our approach to achieving excellence as a whole

CALS Looking Ahead

Future of Academic Programs Task Force

- Recent National Research Council report, “Transforming Agricultural Education for a Changing World”
- How do we ensure education remains relevant to a changing world
- Wade Miller, Chair of Task Force; first meeting April 28; open forum on April 29, 3 to 5 p.m., Room 13 Curtiss
- Report on progress: November 2009
- Recommendations will inform upcoming strategic planning process — ensure we’re a magnet for outstanding students

ISU Strategic Planning Goals

- Be a magnet for attracting truly outstanding students to join us to study and learn
- Be a magnet for attracting world-class faculty to teach, conduct research and advance their scholarly interests, with the support of staff who are among the best in their areas of expertise
- Be known around the world for the significant impact that our faculty, staff, and students have made in addressing the major problems facing our planet...
- Be a treasured resource for Iowa, nation and world because of the impact we have in improving people's lives
- "Ensuring the health of future generations by integrating research on the health of animals, plants, and humans"

Addressing Major Problems

Be known around the world for the significant impact that our faculty, staff, and students have made in addressing the major problems facing our planet, especially

- Ensuring an adequate supply of safe, nutritious food for the world's population
- Providing sustainable sources of energy to meet the world's needs
- Providing sustainable world infrastructures (transportation, cyber, etc.)
- Addressing water quality and water availability for the world's population
- Ensuring the sustainability of our planet in the face of climate change, agricultural development, and the transformation to a biologically based economy

ISU Strategic Planning Process

EVPP Hoffman establishing strategic planning taskforces:

- Steering and Writing Committee
- 2050 Challenge Research
- Treasure for Iowa, Nation and World
- Be a Magnet for Students
- Be a Magnet for Faculty and Staff

CALS Looking Ahead

Your questions, comments?

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