

College of Humanities and Social Sciences

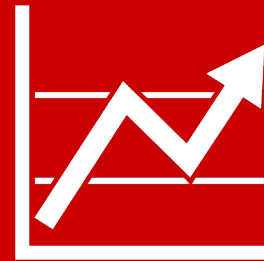
Staff Meeting Spring 2022



Agenda

- **From the Dean's Desk: New Resource Allocation Model**
- **Meet the Dean's Team: Business Services**
- **Staff Q & A: Questions submitted to faculty senators**

New Resource Allocation Model for State Funds



Former Model (up to 2022)

- T/TT lines (and associated funds) recalled to college reserves when T/TT faculty separate
 - Departments retained the funds for all other positions types upon resignation
- Approximately \$500,000 taken off the top of college reserves annually to cover budget reductions or for **self-funded increases** (includes increases to faculty below minimum)

Definition: A self-funded increase process is sometimes allowed for faculty and other EHRA employees beyond Legislative Increases, but this process is not funded by the State.

- Remaining funds were allocated as T/TT lines to departments via a competitive process that included an academic review by committee and in consideration of comparative funding data

Former Model (up to 2022)

Advantages

- Funds held in reserve to cover reductions and self-funded increases
- Possibility for right-sizing based on comparative data
- Possibility for a new T/TT line in a department without a separation

Disadvantages

- Reduction in T/TT lines due budget reductions and self-funded increases
- Difficult to right size while also managing departmental immediate needs
- No guarantee of a replacement T/TT line in a department with a separation

Goals of the New Model

- Stabilize T/TT faculty lines
- Provide departments with predictability and autonomy in making decisions about hires
- Funnel enrollment growth funds to departments on a recurring basis as much as possible
- Maintain limited college reserves for budget reductions, retentions, and strategic purposes

Tenure & tenure track lines

- Departments retain salary for Assistant Professor replacement funds when T/TT faculty separate

Definition: Assistant Professor replacement funds will be allocated at 5% above the minimum salary for the Assistant Professor rank

- College recalls only the difference in salary (salary of separating T/TT faculty minus Assistant Professor replacement funds)
- Departments expected to use funds to recruit new T/TT faculty unless other purposes approved

Interdisciplinary lines

- If separated position is shared across departments or with IDS, each unit retains their portion of the Assistant Professor replacement funds
- When a department partners with IDS for a new T/TT hire, the department retains their Assistant Professor replacement funds even though IDS will pay portion of the new salary

Use of College Funds: T/TT Separations

- To hire an administrator due to retreat to faculty of current administrator
- To help cover state budget reduction
- For self-funded retention increases (sole use of funds when no administrative retreat or budget reduction)
 - Retention increases must adhere to university guidelines
 - Prioritization given to critical retentions and salary issues

Enrollment Change Funds

- College will pass on to departments 90% of enrollment change (allocation or recovery); college will follow same formula used by Provost/DELTA
- If no state-funded enrollment change, no college-level enrollment change since there will be no funds available for this purpose
- Departmental autonomy on allocation or recovery of enrollment change; focus on flow to/from programs where there is growth/decline
- College funds from enrollment increase (10%) used for strategic purposes

New Model

Advantages

- Stabilizing T/TT lines and departmental predictability in planning for T/TT faculty hires
- Funds held to assist with budget reductions & retention increases
- Direct flow of enrollment funds to departments

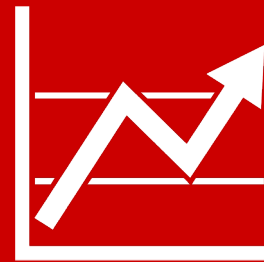
Disadvantages

- Reduced college-level buffer for budget reductions
- Retention increase funds limited to the amount recalled to the College from T/TT separations
- Strategic funds from College limited to 10% of enrollment growth

New Resource Allocation Model for State Funds: Q & A

Meet the Dean's Team:

Business Services



Business Services - What do we do?

College of Humanities and Social Sciences Business

Services, a division of the Dean's Office, provides direction and support related to strategic resource projection and analysis, budget allocation, organization development, performance management, financial expertise and processes, and human resources expertise and processes.

So simply put,

- *Budgets (Projection, Allocation & Planned Expenditure)*
- *Financial Administration & Services*
- *Human Resources Administration & Services*

Budget Allocation & Management

- Our Budget History
 - Zero-Based Budgeting (prior to 2008)
 - Recurring Budgets allocated to departments in 2008 with only T/TT lines returned to college upon separation
 - Methodology change with T/TT lines remaining in departments when vacated at Assistant Professor level (2021)
- 8% of funds in the college are currently expended within college administration
- Less than 3% of recurring state funds are currently held in college reserves

Structure of Business Services Evolution

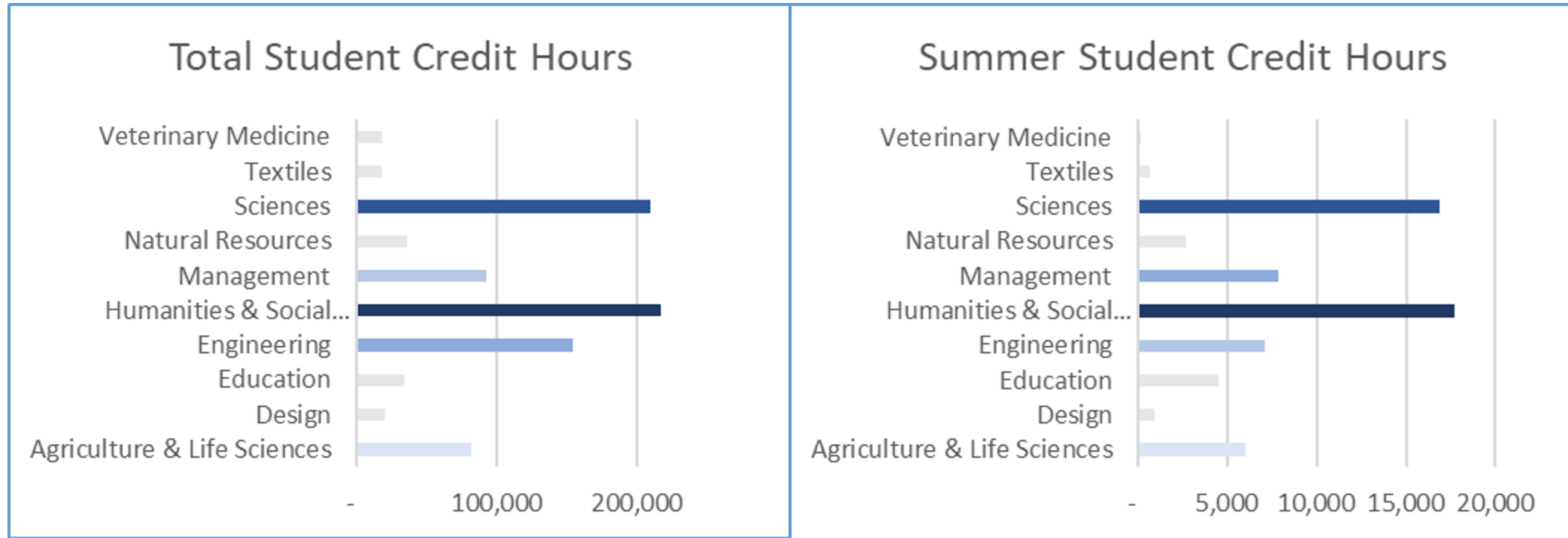
- Major budget reduction that led to reduction of staff in college (2010)
- University initiative for shared business services (2011)
- Lead staff in departments classified as Executive Assistants (2012)
- Lead staff in departments reclassified as Business Services Coordinators in 2017
- Structure in College Business Office:
 - Assistant Dean of Finance & Administration (includes HR)
 - Business Officer of Financial Services and three Accounting Technicians
 - Business Officer of Human Resource Services and three HR Specialists

Financial & Human Resource Administration

- Of five largest colleges, all others have an Assistant Dean for Financial Administration and an Assistant Dean for Human Resources Administration. Even one smaller college has both.
- Clearly demonstrated in colleges of similar size and complexity that these are two full-time positions and both are crucial for the success of the college.
- Dean Braden began an initiative to request both positions in our college two years ago, which Dean Dannels also supported.
- We used FY 2019/2020 data to demonstrate seven factors that reflect complexities in the college that particularly impact HR and financial services.

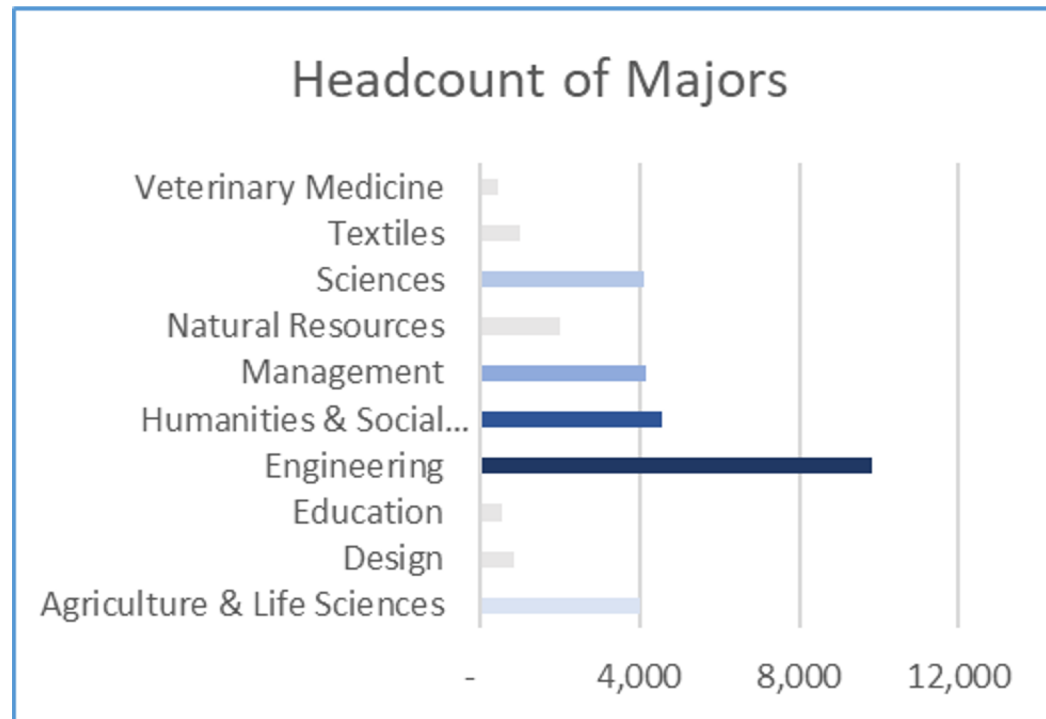
Academic Data that Impact HR Complexity

Our College produces more Total Student Credit Hours and more Summer Student Credit Hours than any other college.



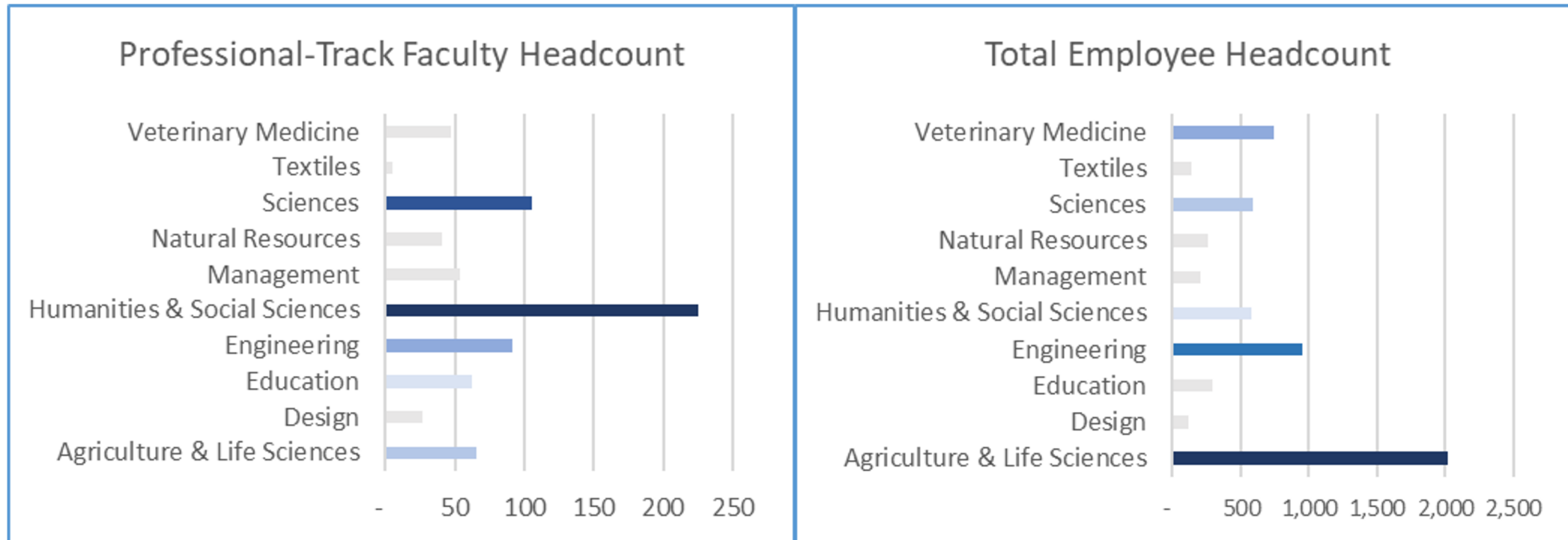
Academic Data that Impact HR Complexity

We are second only to one other college in Headcount for Majors.



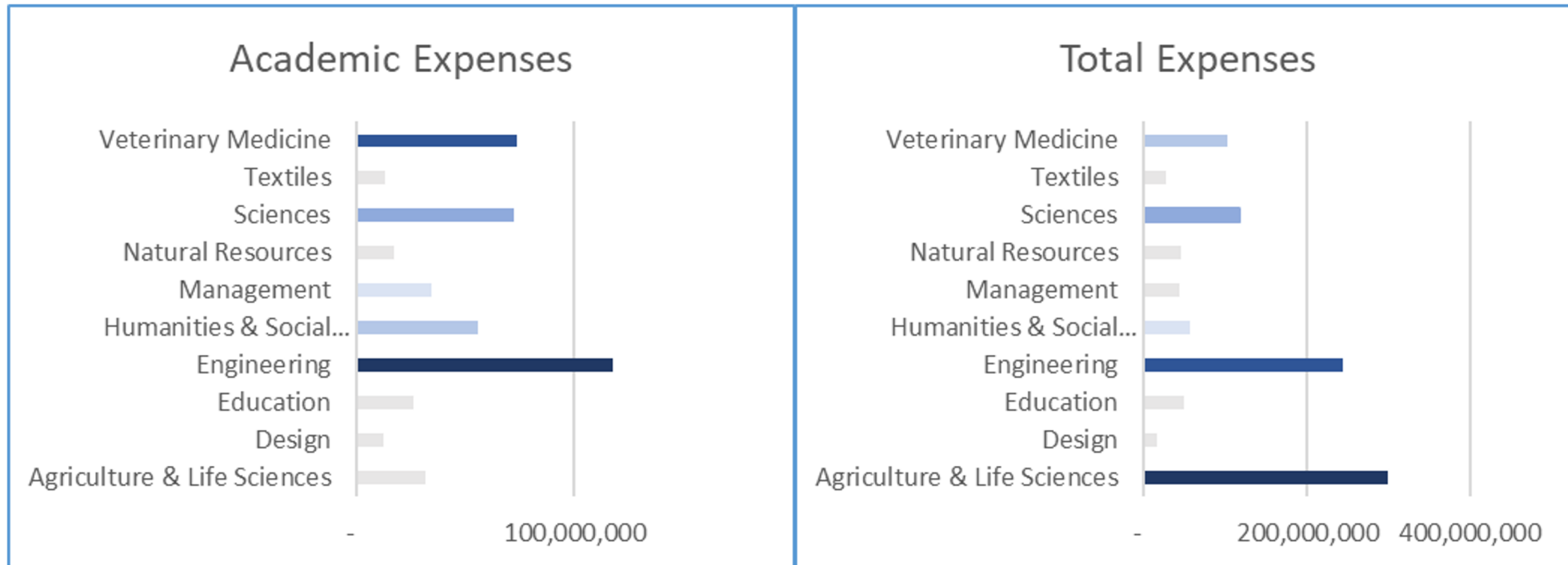
Academic Data that Impact HR Complexity

We have a substantially higher Professional-Track Faculty Headcount. We are among the five largest colleges for Total Employee Headcount.



Data that Impact Financial Complexity

We are among the top four largest colleges based on total Academic Expenses and among the top five for Total Expenses from all funding sources.



Human Resource Administration

- After two years of discussions, we received HR approval for an Assistant Dean for Human Resources Administration
- So why did it take so long?
 - Required college support, university support, and UHR approval
 - Freeze on positions
 - Requires UNC system approval for Senior Administrative and Academic Officer (SAAO) positions
- Stephanie Carter now serves as the Assistant Dean for Human Resources Administration

Human Resources in Humanities and Social Sciences

- HR Functions in our College are funneled through the Coordinators in the unit/department to the College level Business Office
- College level HR office provides training, guidance, and approval considering our College equity and initiatives prior to working with University HR for final approvals
- Looking forward, continuing to develop new processes and simplifying services

Business Services



Staff Q & A: Questions submitted to staff senators

Staff Q & A

- Flexible work initiatives
- Work environment & morale
- Staff retention
- Consistency in titles/pay structures
- Staff impact on student involvement