

ASFS Budget Committee Meeting Minutes for Oct 16, 8-9am

Present: Dean Glen Krutz, Divisional deans Irene Blair (NS division), Sarah Jackson (SS division) and John-Michael Rivera (AHUM division), budget and finance specialist Dana Takeuchi, as well as committee members Paul Romatschke (PHYS, chair), Zack Kilpatrick (APPM, co-chair), Brian Cadena (ECON), Jennifer Ho (ETHN), Suzanne Magnanini (FRIT), Arne Hoecker (GSSL), Linda Nicita (Asst Program Director, Prog for Writing & Rhetoric)

Planned Agenda:

- #1 Chair's remarks
- #2 Dean's remarks
- #3 Brief discussion of FY23 budget cuts
- #4 Brief discussion of search for Associate-Dean for Faculty Affairs
- #5 Discussion of likely FY24 budget cuts
- #6 Discussion of differential tuition budget
- #7 Discussion of plant funds
- #8 Discussion of 'internal hold harmless'

Meeting started at 8:02am

#1: Chair starts meeting by reminding everyone that the charge of the committee for this academic year as defined by Dean Krutz is faculty education on budget matters and scrutiny of the college finances. Chair adds that he understands faculty education to include both the budget committee answering questions from the general faculty body of the college, as well as written minutes from these meetings, which will be made publicly available on the ASFS website. Chair adds that he intends to scrutinize college finances by asking administration hard questions brought forward by the committee.

Dean Krutz adds that he would add committee advice, in particular on the FY25 budget as well as the college internal supplement process, to the committee charge.

Divisional Dean Rivera adds that he would invite the committee to take into account the logic for the internal supplement, since some departments have a significantly higher cost of education than others.

#2: Dean Krutz points out that this year is the first full year of the new budget model after the budget redesign, since earlier years were still partly influenced by the historic budget model. The dean further explains that the nomenclature for the FY budgets is such that the year number is for the academic year ending in the calendar year of that number, e.g. FY24 being the budget for the current academic year ending in the spring of 2024. The dean points out that the true-ups for student enrollment from last spring determined the budget for this fiscal year. Unfortunately, the true-ups last spring have not broken well for the college, which led to the current FY budget cuts. The dean would like the budget committee to discuss FY25 budget

allocations under various scenarios, including cuts of similar magnitude than this year, flat budget as well as a three percent budget increase.

In addition to student enrollment numbers, Dean Krutz points out that the college budget continues to be strongly influenced by the supplement the college is paying to other units on campus, essentially locking the college into a historic budget model from before the budget redesign, and that there seems to be no mechanism on the campus level to modify this supplement in the next two years.

In addition to the continuing budget, Dean Krutz also would like the budget committee to discuss carry-over funds and plant funds inside the college, which reside mostly in the NS division.

The chair thanks the dean for his remarks and points out that several of these items are on today's ambitious meeting agenda.

#3: The chair asks the administration to make a statement as to the final budget cuts per division in the current FY24. The chair says that his information was such that the original budget cuts demanded by campus were \$2.4M for the current fiscal year, which were broken down to divisions as \$150k cut to NS, \$250k to SS, \$1M to AHUM and a \$1M cut to the college's central continuing funds. However, late in the summer campus apparently demanded the actual budget cuts to the college of A&S to be higher, \$2.8M instead of \$2.4M, and that dean Krutz agreed to a further \$400k cut to the college's central continuing budget to absorb this additional cut. The chair asks if the administration could corroborate this information. Dean Krutz shares a slide from a previous Chairs and Directors meeting, with numbers matching those pointed out by the chair, and confirms that this information is accurate. In addition, dean Krutz points out that he did not want to inflict additional harm to the individual divisions so shortly before the beginning of the new semester, and therefore decided to absorb the \$400k additional cut as a cut to the college's central continuing budget.

#4: The chair asks the administration to make a statement concerning the new search for the associate dean for faculty affairs, and points out that the position was created by the previous interim dean Jim White without consultation of the college budget committee. The chair would like to know what metrics were used to justify this position, in particular when the college is possibly facing further budget cuts in the coming fiscal year. Dean Krutz answers the question by pointing out that this position is analogous to the corresponding position at the campus level and that the duties of the associate dean for faculty affairs are ranging from settling in new faculty, helping with tenure and promotion cases, and equity. Dean Krutz adds that many other colleges similar in size to A&S at peer institutions have such a position, and that without having an associate dean for faculty affairs, the divisional deans as well as himself would have a harder job.

Suzanne Magnanini adds that the stipend for this position is [redacted], and that there is no teaching release provided to the home department, and that we had 'floating deans' in the past.

Divisional Dean Rivera adds that the associate dean for faculty affairs is also in charge of things that have not been done in the past, in particular salary grievances.

#5: The chair asks the administration if they are aware of estimates for the coming fiscal year (FY25) budget projections for the college. Dean Krutz answers that early and possibly outdated estimates that he was aware of were such that the college would be facing another \$2.7M budget shortfall in FY25. However, this number predates newer estimates that the enrollment numbers for the college were better than expected, possibly up by as much as three percent over the previous year. Dean Krutz continued to inform that this year, the Fall 2022/Spring 2023 enrollment was down for the campus, and that campus dealt with this by borrowing one-time funds, which have to be paid back. The total amount for the campus was about \$17M, and about half of this (\$9M) was recovered this current fiscal year.

Divisional Dean Blair points out that the \$17M were taken out of the 'administrative portion' of the campus budget, and that this did not amount to any cuts to the continuing budget. However, Divisional Dean Blair points out that there are bigger problems on the horizon, in particular the projected drop in student enrollment based on Colorado high school student projections. Publicly available resources, such as the MAPS project <https://www.mapsproject.org/step> are projecting a drop in enrollment for college students by 11 percent. Divisional Dean Blair asks the budget committee to consider offering guidance in view of such massive projected reduction in enrollment numbers.

Divisional Dean Rivera adds that even though the total projected enrollment decline for colleges in Colorado seems daunting, the numbers for the University of Colorado, Boulder, may not be so bleak because Boulder is the flagship campus for the state of Colorado, and that in fact the newest enrollment numbers for the campus should be publicly available today. Divisional Dean Rivera adds that it would be helpful to aim at increasing our recruiting efforts in the direction of the growing number of Latinx/Asian students in Colorado, even if BVSD is projected to lose students in the coming years.

Dean Krutz asks the budget committee to develop priorities for the coming fiscal year, both in the case of budget cuts as well as for the case of budget increases. The chair remarks that if he had to run a company, he would try to hope for the best and plan for the worst. Given that it is always easier to distribute additional funds than having to deal with additional budget cuts, would the administration want the budget committee to come up with a plan to handle a \$3M budget shortfall in FY25?

Divisional Dean Jackson points out that she is thinking about strategies for a cut of \$250k to the SS division, and that there are almost daily meetings in which strategies for budget cuts are discussed. Divisional Dean Rivera adds that he is not an optimist, and agrees with Divisional Dean Jackson that they are discussing daily about how to handle additional budget cuts in the division, without jeopardizing the ability to maintain or possibly grow the number of student credit hours generated by the division. Divisional Dean Blair adds that in her opinion, a sound strategy for the college budget should include the discussion of temp funds or plant funds.

Furthermore, we should ask ourselves what a comprehensive college education really is, and based on answers to this question consider strategies involving hiring teaching faculty versus tenure-track faculty.

Suzanne Magnanini points out that morale in the faculty body is at an all time low.

Divisional Dean Rivera points out that negotiations to have campus fund the Arts Museum out of the campus general budget have not led anywhere so far. Another issue is that in some cases, class sizes in AHUM cannot be increased because centrally scheduled classroom space is not available.

The chair agrees that a lack of suitable classroom space, in particular for larger classes in NS, is a real problem that unfortunately cannot be tackled with college funding, but needs to be dealt with at the campus level to which this committee has no input. Given the advanced time in the meeting, we will not be able to get through all the remaining agenda items, but that agenda item #6 was too important to wait.

#6: The chair points out that undergraduate students in NS pay about 25% more in tuition than other students in A&S. However, it seems that the corresponding NS budget has not increased by any such substantial amount since differential tuition was instituted. The chair asks the administration to inform the committee where the money went. Dean Krutz points out that the additional differential tuition money is in fact contained in the FY23 budget for the college, and that without these additional funds, the FY23 budget cuts would have been much deeper. Instead of directly going to NS, the differential tuition funding was used to broadly soften the budget shortfall in all divisions. The chair asks if he understood correctly that only a part of the differential tuition, which he estimates to be \$15M or larger, is actually going to NS. Dana Takeuchi says that while he does not know the precise number, he agrees that the money is distributed broadly among divisions. The chair points out that in his opinion, this is a time bomb waiting to explode, and urges administration to act on the distribution for differential tuition before it is too late.

Meeting ends 9am