Question 14: Budget

Task: Describe how the unit makes decisions about resources and fundraising.

Overview

IAFS makes decisions about resources and fundraising based on the program’s mission: as an undergraduate teaching program, we direct our resources and fundraising towards student needs and growing our undergraduate curriculum and initiatives.

- The FY2020 operating budget for IAFS was $12,364, calculated through a College algorithm tied to unit FTE and student credit hours (SCH). This is a slight decrease of $183 from FY19. IAFS uses its operating budget for running the program (office supplies, postage, telephone, photocopier and copying), 2-3 work study students each academic year, student organization support, visiting speaker support, and IAFS events such as the spring graduation ceremony and advisory board meetings. In the 2012-13 program review, we reported difficulties in running the program with the operating budget allocated to IAFS. However, given other income in recent years, notably the summer incentive funds from summer session enrollments, our operating budget is adequate given other sources of revenue and savings for the program.

- We have several different general funds for various initiatives. These include a fund for leadership and service scholarships for graduating majors; a salaries speedtype for faculty, teaching assistants, and staff; and a summer incentive fund for the revenue shared with IAFS from summer session enrollments.

- The faculty budget includes salaries for five joint tenured and tenure-track faculty (each with a 50% appointment in IAFS, and jointly rostered in Economics, Geography, History, Political Science, and Women and Gender Studies). The faculty budget also includes two instructors, one with a 37.5% appointment (mirrored in Political Science for a total 75% instructor appointment) and another 50% instructor jointly rostered with Baker Residential Academic Program. The IAFS director’s salary is part of faculty expenses.

- Each academic year, IAFS requests honorarium stipends for its established group of lecturers, in order to teach IAFS 3000 special topics and additional sections of the IAFS 4500 senior seminar ($5300 per course). The College of Arts and Sciences meets these requests through Leaves and Replacements funding. In FY19, we received $21,200 in additional Leaves and Replacement funding for four additional lecturers, hired to cover classes taught by two joint hires on leave during AY 18-19.

- IAFS has a continuing teaching assistant budget included in faculty salary budget ($85,803 in FY19). This allows IAFS to hire eight .50FTE teaching assistants for the academic year from other departments, divided between the fall and spring IAFS 1000 classes.
Approximate income and expenses for FY2019

Income
General operating - $12,547
Salaries - $588,119
Endowment gifts and income - $95,253
Summer incentive - $15,207

Expenses
General operating (includes student work study salaries) - $12,008
Salaries (includes faculty, TAs, staff) - $588,061
Scholarships (Global Grants, Experiential Learning) - $11,900
Advancement fees - $3,995.12
Fundraising travel - $1,012.47

Fundraising
Our fundraising has grown extensively since the 2012-13 program review. Our main fundraising initiative is the Global Grants study abroad scholarship (see Question 2: Strategic Goals). Since the start of the Global Grants program in 2010, we have awarded over a hundred scholarships to help IAFS majors go on study abroad programs, totaling more than $100,000. We have also established Global Grant endowments of almost $400,000. Our plan is to increase fundraising in service of the Global Grants. Our current fundraising goal is half a million dollars in our endowments, and raising the annual number of study abroad scholarships from 10-15 a year to 20 a year. Our long-term goal is to make $5000 available to every IAFS major for study abroad programs. Our main strategies for fundraising are working with our Advisory Board, established specifically for Global Grants fundraising, working closely with A&S Advancement on donor outreach and board-sponsored meet-ups to cultivate relationships with potential donors, and alumni outreach. We have, for example, hosted events in conjunction with A&S Advancement to build relationships with alums and potential donors in Denver and New York.

Program Needs
At present, IAFS resources are adequate to meet program needs. Careful long-term planning and the creation of back-up accounts has been a key part of our strategy. Given the importance of summer incentive funds to the overall improvement in the program’s budgetary and savings picture, we consistently offer summer classes that help our students progress towards graduation requirements (online sections of our introductory IAFS 1000 and IAFS 3010: Islam, Geopolitics and Society, our internship class, and an IAFS 4500 or IAFS 3000 Maymester class when possible).

Fundraising and outreach have allowed the program to reach the point of establishing an IAFS quasi-endowment, which will generate an ongoing revenue stream from the quasi-endowment distributions. Other factors that contributed to the positive outlook in our budget picture have
been: the stabilization of teaching assistant funding and the continuing willingness of the College to support additional lecturers through Leaves and Replacement funds; fundraising initiatives and alumni outreach that have increased our donor base; and the transition of certain large expenses to campus, such as space rental for the spring graduation ceremony.

An issue for a longer term planning: IAFS receives no funding for SCH taken by our majors in other departments, even though most of the SCH taken by IAFS majors do occur in other departments. In other words, there is no return to IAFS for the large number of majors. If we wish to expand our programming with a graduate program, the program will need to address how SCH are counted. As well, the required expansion of the IAFS faculty and the addition of a Graduate Director for the BA/MA track will increase our funding needs in the future.