Faculty Senate Special Session

Today's Presentation

- History and Context
- Understanding SU's Budget
- Strategies for Mitigation
- Faculty Roles, Communication and Transparency
- Addressing Concerns and Questions
- Open Q&A session

History and Context

Salisbury University

History and Context

- Budget and enrollment history
    - After 2016, our enrollment has been in steady decline. Full time equivalent students have declined from 7,920 in FY17 to 6,253 in FY24.
    - These declines began <u>before</u> COVID and were exacerbated by it.
- Over these same years, personnel numbers have increased.
- In addition, PIN and CII salaries have increased 28.5% during the FY17-24 timeframe as a result of COLA and Merit increases.

History and Context

01 PIN & 02 Contractual Payroll Expense vs Student Enrollment
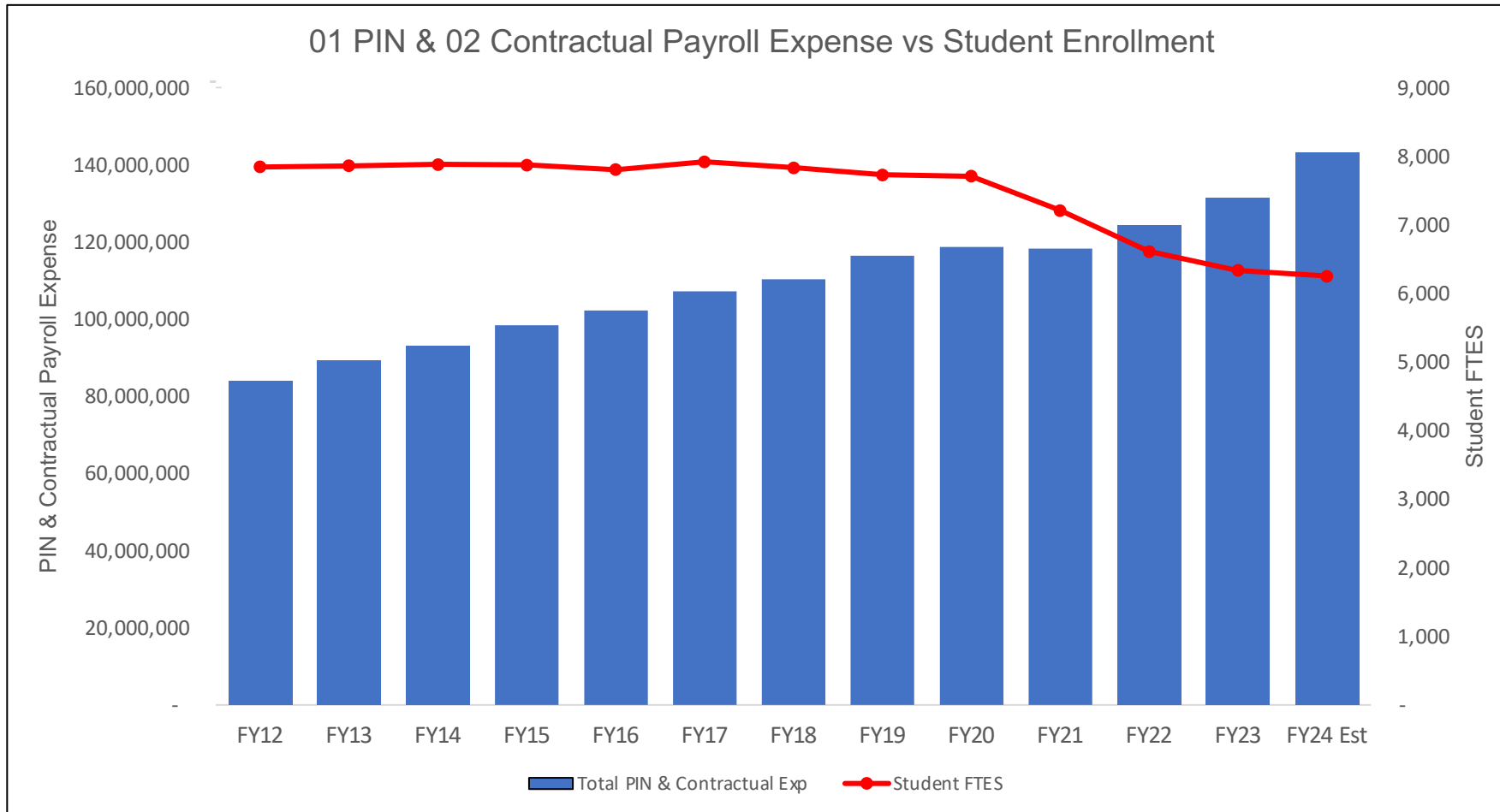
History and Context

- Ongoing series of presentations about the budget.
    - **Phase 1**: December town hall with chairs and budget managers
    - **Phase 2**: Four brainstorming sessions with faculty from across schools
    - **Phase 3**: Budget Committee Meetings with Faculty, Staff, Administration, Dean and Finance
    - **Phase 4:** Budget model meetings with Administrative Depts, Aux, and Deans Council
    - **Phase 5**: Today's presentation

- FY25 Budget Process Design
    - Drew conclusions from the process last year.
    - Proposed new method this year based on current needs.
    - Currently meeting with teams.

History and Context

- External Meetings and Presentations
  - Meetings with Governor to advocate for funding (Blackwell)
  - Legislative Sessions
  - Legislative Budget Testimony
  - Updates on financial picture for the future from the State and USM
  - Factors related to labor: Many unknowns
    - Learning more about the AFSCME. Additional changes in March and won't gather the full picture until after the legislative session has concluded.
    - ***Why it matters:***
      - Though we do not have AFSCME at SU, most USM institutions do. In the past, and we anticipate this year, the USM will require system institutions to apply what the union has negotiated for their members apply to all state-funded PIN university employees as well.
      - MCEA negotiations are not finished.

FY24 Budget Breakdown

General Funds (State)	$ 92,303,278	
Tuition and Fee Revenue	68,212,830	
Auxiliary Revenue	52,351,136	Revenue (Green)
Revenue Estimate:	212,867,244	
1% Fund Balance	(2,128,672)	
Facilities Renewal	(9,291,513)	Fixed Costs (Red)
Debt Service	(9,833,326)	
PIN (01) Salary and Fringe	(130,149,733)	Mission-Driven Institutional
Instutional Aid	(17,270,488)	Commitment (Blue)
Remaining for 02/03 expenses	$ 44,193,512	

History and Context

FY24 Working Budget - **$212,867,244.**

- In December we projected our expenses to be $212,027,999 which left us with **$839,245.**

- In January we saw our expenses increase therefore leaving us with ==$417,372.==

- We are currently monitoring Spring revenue. We anticipate that it will be <u>better than this original projection.</u>

- We are currently assuming that everyone has budgeted correctly and that no other unexpected "cut costs" will be found.

Anticipated FY25 Budget Breakdown

General Funds (State)	$ 92,227,710	$1.7M reduction from our ask
Tuition/Fee/Auxiliary Revenue	131,495,741	(assumes 4-5% enrollment increase)
Revenue Estimate:	223,723,451	
1% Fund Balance	(2,128,672)	
Facilities Renewal	(9,291,513)	
Debt Service	(9,833,326)	
PIN (01) Salary and Fringe	(145,149,733)	~15M labor impact
Instutional Aid	(17,270,488)	
Remaining for 02/03 expenses	$ 40,049,719	

Our best guess is that the remaining 02/03 allotment will be the same as FY24. (44M)

Breakdown of the estimated $15M in labor costs

- **AFSCME Negotiated items that may hit our budget**

- COLA/Merit awards (est. $6.3M)

- Contingent Conversion: (est. $2.7M)

- We may be required to convert all unionized C2's with 2 years of continuous experience to PINs. (est. unknown)

- Salary Structure Changes
    - *Exempt*: A minimum of 5% increase will be applied to each pay grade that the entry level minimum will be $45k. (est. $900K)
    - *Non-Exempt*: The entry-level minimum pay shall be $38k. (est. $2.5M)

- Bonus Payments: (est. $205k union only, $1.3M all workforce)

- Retention Adjustments
    - On 7/1/24 all union members who have 5 yrs of service will receive a 2.5% increase on top of COLA. (est. $1.9M)
    - On 7/1/25 all union members who have 5 yrs of service will receive a 1% increase on top of COLA.

Setting the Context

- Taking into account the factors that impact our PIN salary and fringe costs we need to <u>plan</u>, <u>prepare</u> and <u>mitigate</u>.

- The Logic:
    - The total amount we have is the total amount.
    - We know we will not receive enough money from the state to cover all these new labor costs.
    - ***So --***
    - If we will be spending more on labor and desire to be a people-first/labor-first organization.
    - Then we have two primary levers to pull to mitigate for FY25.
        - Increase the amount we bring in through tuition, fees, and auxiliary revenue to <u>partially offset</u> costs.
        - Make reductions in operating funds (02 and 03) to balance the budget.

    OR – we will need to consider ways to reduce labor costs that do not compromise our mission.

Enrollment Picture

- Our Spring 24 student FTE count is 6,001.

- Our Spring 24 student enrollment is 6,505.

- This is 1.3% lower than our enrollment in Spring 2023.

- Fall 22-Fall 23 retention rose 4% to 80%

- Fall 23 to spring 24 retention is up 2% to 92.1%

- Projections for Fall 2024:
  - Still very early
  - Deposits are lower than point in time last year
  - The FAFSA delays are complicating things for many universities (mid-March)
  - Total number of admitted students is up (665 more students than last year)
  - Early models suggest we are on track to be up a few percentage points in first year student enrollment from last year; and down a few percentage points in transfers
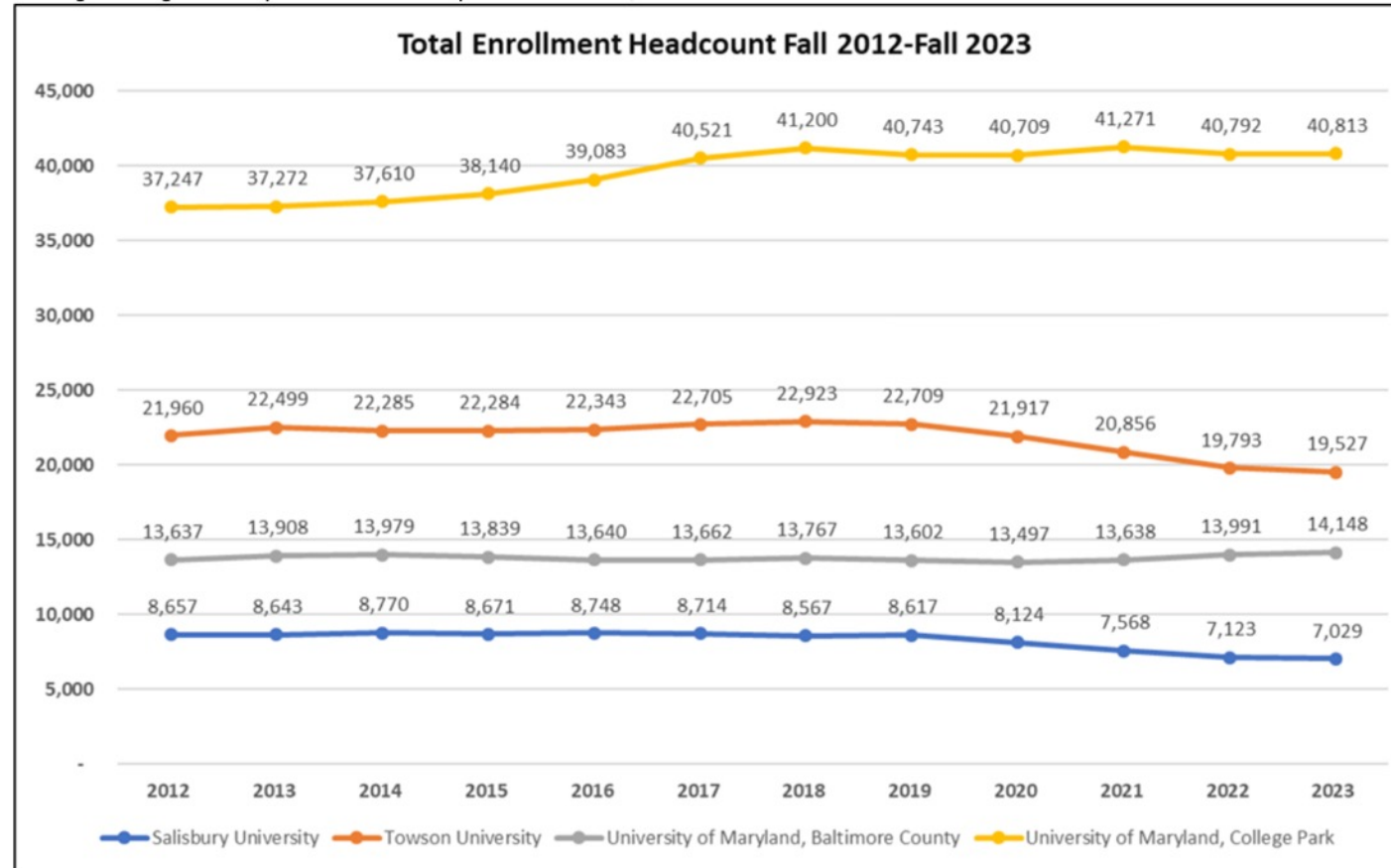
Fall 2023 FTES	6,505
Spring 2024 FTES	6,001
AY 2023-24 Annualized	6,253

Total Enrollment - Headcount
Fall 2012 through Fall 2023
SU vs. USM (with and without UMGC)

University System of Maryland Statewide Fall Headcount Enrollment by Level 2012 - 2023

School	Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	# inc/(dec)	% inc/(dec)
USM Totals	Undergraduate	111,674	111,100	120,295	122,835	130,398	133,242	135,126	132,385	131,214	126,704	125,615	129,619	17,945	16.07%
	Graduate	43,929	42,218	41,705	41,664	41,598	41,934	41,297	39,829	38,966	38,147	37,008	37,174	-6,755	-15.38%
	Total	155,603	153,318	162,000	164,499	171,996	175,176	176,423	172,214	170,180	164,851	162,623	166,793	11,190	7.19%
Salisbury University	Undergraduate	7,969	8,004	7,997	7,849	7,861	7,782	7,650	7,686	7,150	6,693	6,378	6,280	-1,689	-21.19%
	Graduate	688	639	773	822	887	932	917	931	974	875	745	749	61	8.87%
	Total	8657	8643	8770	8,671	8,748	8,714	8,567	8,617	8,124	7,568	7,123	7,029	-1,628	-18.81%

University System of Maryland Statewide Fall Headcount Enrollment by Level 2012 - 2024

	Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	# Inc/(Dec)	% Inc/(Dec)
USM Totals (does not include UMGC)	Undergraduate	83,401	84,360	85,141	85,480	86,179	87,638	87,873	86,223	84,134	81,604	78,881	78,826	(4,575)	-5.5%
	Graduate	29,934	29,401	28,953	28,771	28,288	28,159	27,947	27,710	27,520	27,924	27,904	27,883	(2,051)	-6.9%
	Total	113,335	113,761	114,094	114,251	114,467	115,797	115,820	113,933	111,654	109,528	106,785	106,709	(6,626)	-5.8%
Salisbury University	Undergraduate	7,969	8,004	7,997	7,849	7,861	7,782	7,650	7,686	7,150	6,693	6,378	6,280	(1,689)	-21.2%
	Graduate	688	639	773	822	887	932	917	931	974	875	745	749	61	8.9%
	Total	8,657	8,643	8,770	8,671	8,748	8,714	8,567	8,617	8,124	7,568	7,123	7,029	(1,628)	-18.8%

Total Enrollment - Headcount
Fall 2012 through Fall 2023
SU vs Towson, UMCP and UMBC

Total Enrollment Headcount Fall 2012-Fall 2023

University of Maryland, College Park: 37,247 · 37,272 · 37,610 · 38,140 · 39,083 · 40,521 · 41,200 · 40,743 · 40,709 · 41,271 · 40,792 · 40,813

Towson University: 21,960 · 22,499 · 22,285 · 22,284 · 22,343 · 22,705 · 22,923 · 22,709 · 21,917 · 20,856 · 19,793 · 19,527

University of Maryland, Baltimore County: 13,637 · 13,908 · 13,979 · 13,839 · 13,640 · 13,662 · 13,767 · 13,602 · 13,497 · 13,638 · 13,991 · 14,148

Salisbury University: 8,657 · 8,643 · 8,770 · 8,671 · 8,748 · 8,714 · 8,567 · 8,617 · 8,124 · 7,568 · 7,123 · 7,029

Legend: Salisbury University · Towson University · University of Maryland, Baltimore County · University of Maryland, College Park

Setting the Context

- Proposed changes to tuition, fees and room and board
  - 2% increase in undergraduate in-state tuition
  - 3% increase in undergraduate out-of-state tuition
  - Increase in fees

USM does not allow us to increase in-state tuition by more than 2%.

* All pending BOR approval.*

	FY 24	FY25
Total In-state	$10,638	$11,084
Total Out-of-state	$21,332	$22,174
Total Graduate (per credit hour)		
In-state	$ 428	$ 436
Out-of-state	$ 775	$ 790

SALISBURY UNIVERSITY

Setting the Context

- Access and affordability is part of our mission.

- We recognize that any increases in the cost of attendance could create hardship.

- To mitigate this:
  - We are offering more in financial aid than ever before (more than $17M), both in merit and need-based aid.
    - FY20 Institutional aid disbursed amount = $11.96M
  - FAFSA "gap funding" for Pell-eligible incoming students (up to $5,600)

Salisbury UNIVERSITY

Understanding the Budget

Understanding the Budget

- We can't talk about the budget without understanding how decisions are made.

- We can't discuss making decisions without first talking about institutional priorities.

Understanding the Budget

- We are continuously listening and learning.

- You shared things you were proud of and things you were concerned about and this research shaped a vision for the university and a plan for moving forward.

- We shared the results of this work in a listening report, in the Salisbury Seven documents, and in the first State of the University.

- We shared some measures of what we have already accomplished on these goals in the second State of the University.

Our Shared Vision: The Salisbury Seven

1. We will invest in the people who deliver on the promises we make to our students.

2. We will consistently deliver a rigorous, student-focused academic program taught by world-class educators on a world-class campus.

3. We will have a continual commitment to inclusion, diversity, opportunity and equity, and the cultivation of a sense of belonging.

4. We will strategically grow to serve the needs of the Eastern Shore, the State of Maryland and the nation while holding fast to our identity as a student-focused institution that doesn't just say it cares about its people; it shows it with every decision.

5. We will be known for our innovative, high-impact practices and our belief that we are educating the whole person for a lifetime of civic leadership and community service.

6. We will raise the resources needed to support SU's programs, its students and its culture.

7. We will strengthen our institutional identity and reputation.

Understanding the Budget: FY25 Investment Priorities

1. Invest in initiatives that indicate a strong ROI by attracting, recruiting and retaining first year, graduate and transfer students, including but not limited to high-impact practices, areas that promote academic excellence and high quality teaching, and new academic programs that educate students in areas with high workforce needs.

2. Invest in initiatives that close the graduation gap between Pell and non-Pell students, first gen and non first gen students, and minority students.

3. Invest in equity, access and inclusion initiatives that create a sense of welcome and belonging for all students and employees, including but not limited to items related to safety and security .

Understanding the Budget: FY25 Investment Priorities

4. Invest in comprehensive student support services, including but not limited to academic advising, counseling, career services and tutoring programs.

5. Invest in marketing that targets prospective students, including sharpening our social media strategy, highlighting what makes SU unique.

6. Invest in recruitment and retention efforts to attract and keep high-quality faculty and staff, including improved HR functions, improved communication strategies, and improved processes and procedures.

7. Invest in initiatives that will increase alumni engagement and fundraising to support our advancement efforts.

Understanding the Budget

PIN Requests – What is the decision-making process at the cabinet level for PIN line requests, especially those for faculty PIN lines? What are the criteria for those decisions?

- The criteria for position reviews is on the HR website.

- Step 1: Organizational Design & Position Request Development

  For Faculty positions, the request is submitted to the Dean and discussed at the school/college level then brought to the Provost with a justification. The Provost makes a data-informed decision and considers the alignment with institutional priorities. If supported, request moves to position review.

- Step 2: Position Review

  HR: Determines the associated salary that supports equity across the institution and external competitiveness.
  Finance: Determines if there are funds available.
  Cabinet Level (VPAF): Determines the alignment of dedicated resources and sound organizational design.

  Every position request is viewed as part of the whole, and discussions will take place between vice presidents if competing priorities might hinder a position moving forward.

- Step 3: Position Processing
  Once the review is completed, the review feedback is provided to the Provost and positions will be processed in order of the Provost's priority (considering HR, search committee, etc. capacity).

Understanding the Budget

How are these priorities used to make decisions?

1. Evaluating academic affairs PIN requests.
2. Women's and Men's Golf.

Understanding the Budget

AA Position Requests

REQUEST 1	REQUEST 2	REQUEST 3	REQUEST 4
TT Asst Prof (PIN)	Lecturer/Instructor (C II)	TT Asst Prof (PIN)	Transfer Advisor (PIN)
Moderate enrolled major/dept	Low enrolled major/dept	High enrolled major/dept	High demand
Low Gen Ed support	High Gen Ed support	High Gen Ed support	n/a
Low enrollment potential/ Low strategic student success potential	Low enrollment potential/ High strategic student success potential	High enrollment potential/ Moderate strategic student success potential	High enrollment potential/ High strategic student success potential
Long-term commitment	Short-term commitment	Long-term commitment	Long-term commitment

3

4

2

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Understanding the Budget

For Faculty (33 requests)
- 12 open searches
- 9 filled positions
- 6 are approved and in process.
- 6 faculty position requests are currently at step 1 and being reviewed/considered by the Provost.
- <mark>82% of requests have been moved forward.</mark>

For Staff (29 requests)
- 11 open searches
- 5 filled positions
- 8 are approved and in process.
- 5 staff position requests are currently at step 1 and being reviewed/considered by the Provost.
- <mark>83% of requests have been moved forward.</mark>

Please note that these numbers DO NOT include temporary (semester long or less) contractual positions, positions for which we are awaiting paperwork, or positions whose status I haven't been able to pin down.

Understanding the Budget

Women's and Men's Golf

- Launch of a new athletic program proposed.

- Thriving athletics program that is a strong part of our reputation and brand image. Athletics marketing is free marketing!

- New program would bring in 24 new students who otherwise would likely have enrolled elsewhere. These students may be out of state and/or full pay. (average of $400K in tuition alone per year)

- Golf budget: $130K per year including coach salary and benefits, uniforms, greens fees, etc.

- A golf team will bring new fundraising opportunities.

- Not just for athletics; every student here is a STUDENT first.

- Student athletes have higher GPAs and higher graduation rates that other SU students, on average.

Understanding the Budget

PIN Vacancies -- How many PIN position vacancies and what total annual funds from those have we had in each of the last seven years?

Fiscal Year	01 "100%" Budget	Ending 01 budget
FY16	$ 91,764,909	$ 91,764,909
FY17	$ 96,880,117	$ 96,880,117
FY18	$ 100,942,371	$ 100,942,371
FY19	$ 101,139,250	$ 101,139,250
FY20	$ 106,300,218	$ 103,556,149
FY21	$ 109,146,119	$ 104,040,673
FY22	$ 111,523,951	$ 108,262,576
FY23	$ 119,574,458	$ 113,255,953

FY20-23 allowed departments to re-purpose 01 savings.

- On average, we have approx. $6M in salary savings per year.
- Prior to 2020, this savings went toward our mandatory contributions to facilities renewal and fund balance (why starting and ending were same).
- 2020-2023 facilities renewal and fund balance were pulled out when building the budget. Salary savings were then available to be distributed toward other things throughout the year.

Understanding the Budget

Vacant PIN position funds – What happens to the money from vacant PIN position, both the state-provided funds and SU-provided funds (we were previously told the state funds approximately 60-65% of PIN position cost and SU must make up the rest)? What is the decision-making process and what are the criteria for decisions? What is funded with these resources? Please provide a list.

For instance, was the "Strategic Innovation Fund" funded with vacant PIN funds?
- Money from vacant PIN lines are basically used in two ways:
  - First, a pool is held in contingency as best practice is to not spend down to zero.
  - Second, funds are reinvested either in labor (filling positions, reclassifications, etc.) or used to support other institutional initiatives.
- The decision-making process is what we just described. The process is the same for funding that is put toward operating expenses (new or existing needs).
- This year, we have been very conservative with the vacancy spend this year due to DBM holding $5M funding.
- That said, based on dozens of requests from deans and other leaders on campus, we disbursed $3.5M in supplemental funding in the fall semester.
- No, the SIF was funded with excess funds realized after USM bond refinancing, and as previously shared, we chose to invest only half of what we originally designated when we had a stronger picture of our 23-24 enrollment.

Understanding the Budget

The President's office quickly added 3 new PIN positions within the past year (1 "senior advisor" and 2 "deputy Chiefs of staff"). How did that come about? What was the process for those? Where were the funds drawn from? Were other unfilled PIN lines reassigned to the President's office, and if so, which? Were other filled PIN lines reassigned to the President's office and if so, which?

- In 2020, Eli Modlin became Chief of Staff from his deputy Chief of Staff (which focused on government relations).
- COVID altered operations
- Spring 2023, the government relations job was back in full swing.
- Two vacant positions, both PINs that had always been assigned to the President's office, went through the normal university search process (search committee, interviews, HR review, etc.)

Understanding the Budget

The President's Office

1. Eli Modlin – Backfill for Amy Hassen, Chief of Staff
2. Gina Boobar - Backfill for Andrea Johnson, Administrative Assistant
3. Michelle Stokes – Backfill for Tracy Hajir, Executive Assistant
4. Eric Stewart – Backfill for Eli, Deputy Chief of Staff
5. Colleen Leon – Backfill/repurpose for Zakia Chandler, Staff Attorney

*Two vacant positions still remain vacant. No filled or unfilled PINs have been reassigned to the president's office. In fact, we are sitting on two vacant PINs as other labor needs have been more of a priority.

Understanding the Budget

July 2022

Eric Stewart started as deputy chief of staff for communication position (backfill position).

His responsibilities:
- coordinates internal and emergency University messaging;
- prepares reports and funding proposals for external agencies, including to USM and MHEC reports;
- primary backup for government and community relations;
- provide speeches and other documents for all VPs;
- directs special projects as assigned.

July 2022

Colleen Leon started as the deputy chief of staff for community engagement (backfill/repurposed position).

Her responsibilities:
- plans and coordinates university-level events;
- prepares briefing memos, documents, talking points, speeches for president;
- coordinates presidential and president's office correspondence;
- coordinates activities with student groups, donors and members of the campus community.
- directs special projects as assigned.

June 2023

Michelle Stokes was hired as senior advisor (backfill position).

Her responsibilities:
- managing the president's office budget, personnel matters and other operational functions;
- major special project oversight (currently commencement, WorkDay, SIF, and marching band study).
- Coordinates major searches

Understanding the Budget

USM Comparisons

- At SU, 5 positions filled
    - 1 government relations person with 1 as needed backup.
    - All presidential communication handled by this internal staff.

- Bowie State, 5 positions (all filled) (equivalent to 8 +1 if used our structure)
    - Within this 5 is the chief of staff/government relations person.
        - This person has a staff of 3 plus oversees general counsel and office of OIE
    - Adding 1 additional government relations person/federal issues this spring.

Towson, 5 positions (all filled)
- Separate MarComm team handles all presidential and high-level communication.
- Government relations is done by an associate VP and her staff.

UMBC, 7 positions (all filled)
- Separate MarComm handles all presidential and high-level communications.
- The 7 positions include the government relations team.

Mitigation Strategies

Mitigation Strategies

While we work to accomplish our goals, we still need to build a budget for FY25 from March – May.

- How will we do this?
  - Short term:
    - We will prioritize spending as described previously.
  - Long term:
    - We will engage with the community to identify future strategies, including cost-saving measures, potential revenue generation avenues, and collaboration opportunities.

Mitigation Strategies

- We have already begun the engagement process.

- In the brainstorming sessions held in February, ideas were shared and areas of exploration were proposed.

- An important point was made again and again: <u>sometimes you need to spend money to make money</u>
  - It may feel like a mixed message that we have budget constraints but we are still spending money on new things.
  - Every decision is vetted for alignment with institutional priorities

Mitigation Strategies: Examples

SHORT TERM

- Run a voluntary early retirement program.
- Centralize expenses
- Identify and eliminate redundant administrative tasks
- Out-source non-core functions like food service.
- Build in fiscal accountability through zero-based budgeting
- Energy efficiency measures
- Encourage sustainability measures
- Gradually reduce workforce by not refilling positions in areas that can handle it
- Consider curricula; course offerings; number of sections; course minimums

LONG TERM

- Change the fund dependency model to include external funds and diversify revenue streams.
- Restructure/Merge departments and programs.
- Evaluate staffing levels: who is overstaffed and who is understaffed?
- Evaluate program performance and program cost.
- Conduct a space utilization survey and seek to optimize space.
- Develop a rubric for decommissioning programs.
- Evaluate regional centers and other external initiatives.
- Strategically select what **not** to do.
- Consider becoming an R2 institution.

Mitigation Strategies

- Example: Strategically select what NOT to do

- The Ward Museum
  - How much money will SU save (gain) by separating itself from the Ward Museum and closing the museum facility on Schumaker Pond? Where was that on the SU budget audit? What will any funds saved be used for? And what is the decision-making process and what are the criteria for those decisions?

- Each year, SU spent $330K in collection management, $70k in facility renewal support, which helped to cover salaries/benefits for the Museum's employees.

- Ward Museum funding is included in the budget report in the Academic Affairs division under the Dean of Libraries (see chart on page 18).

- The building is still ours, and we are still spending money on it (upkeep, utilities, etc.)

- This was a highly politically charged and complex situation. The collection is still ours, and in order to continue to serve the public good by providing a location for the display, celebration and preservation of Eastern Shore heritage and culture, we have a new, smaller location downtown, which we leased.

- This new museum, The Museum of Eastern Shore Culture, is located next to the Entrepreneurship Center.

- We hired two of the Ward's employees, who are responsible for the collection and the museum's operation. They report to the Dean of Libraries.

- In sum, there is some savings. Some will be reinvested in the new museum. The rest will be used to offset budget shortfalls in other areas of the university. We will use the same decision-making process as noted previously. This is a long-term strategy for cost reduction.

Faculty Roles,
Transparency & Communication

Faculty Roles

- We are committed to providing regular opportunities for input and feedback.
- You can expect budget presentations like this twice a year (fall, spring).
- In the meantime, keep working with Faculty Senate, Chairs, Deans and Provost.
  - Ideas for efficiency improvements
  - Ideas related to student recruitment and retention
  - Innovative approaches
  - Curriculum and program enhancement/development
  - Faculty workload study

Communication and Transparency

- We understand the importance of transparent communication and have hired leaders that embody that.
  - While it is clear that the methods we have been using have not met all faculty needs, we have been making many good faith efforts.
    - Holding open listening sessions, one-on-one monthly meetings with shared governance leaders, bi-weekly PAT meetings, written annual reports, etc.

- Change is hard. Any change.
  - We are working hard making things clear and easy to understand.
  - But a university (and its budget) is a big, complex thing.
  - Three new cabinet hires (president, VPAF and provost) in the last 18 months – and "getting up to speed" takes time.

Communication and Transparency

When will we have a 2024 budget report? In the "PIN line growth" section of the new report, will a distinction be made between New PIN positions where new PIN lines have been added vs. Replacement PIN positions, and also where existing PIN lines have been reallocated?

- The FY 24 budget report will likely be out by summer.
  - Much of it needs to be redesigned due to new processes.
  - Currently, staff resources have been reallocated to the Workday project, which is an institutional (and USM) priority.
- No new PINs have been added to the campus allowance this fiscal year.

FY25 Budget Process

Budget Process Design
- Budget Process Designed by Budget Type
  - Administrative Departments/Fixed Cost Departments
  - Auxiliaries
  - The Schools

Issues we are trying to solve.
- Forecasting tool with reports for both fall and spring.
- Partnership in financial plan and better work together.
- Increased transparency.
- Budget guidelines:
  - Can not move from labor to non-labor.
  - Every budgeted line must have details or justification.

Still in Question
- Labor
- How Gen Ed will change the data.

FY25 Budget Process

Budget Development - March
- Workshop
  - Finance and the Deans will begin workshopping a strategic financial plan using the forecasting tool.

- Deans Work with School
  - o Deans will conduct their internal budget process.
  - o They will collect and consolidate data into forecasting tool and review with Provost.

Budget Submission - April
- Finance will open the standard PeopleSoft templates to allow for data entry.
- FY25 data will be entered from the forecasting tool and submitted for financial review.
- The Budget Office will review the information and return for adjustment as needed.

Addressing Additional
Concerns and Questions

Salisbury
UNIVERSITY

Concerns and Questions

Are we competitive in salary and benefits for departmental administrative positions (Admin. II, Academic Program Specialist, Program Management Specialist, etc.)? We may not be, because departments are experiencing significant turnover in administrative positions, which creates some difficulties and chaos.

How much turnover has there been in these positions? Can we secure resources to make them more competitive and reduce turnover?

COLA/Merit Summary Since FY15 = 33%

	Effective Date	COLA	Merit	Total
FY15	7/1/14 (M)		2.5%	2.5%
FY15	1/1/15 (C)	2.0%		2.0%
FY16		0.0%	0.0%	0.0%
FY17	7/1/16	0.0%	2.5%	2.5%
FY18		0.0%	0.0%	0.0%
FY19	1/1/19 (2%)	2.0%	0.0%	2.0%
FY19	4/1/19 (.5%)	0.5%	0.0%	0.5%
FY20	7/1/19	3.0%	0.0%	3.0%
FY21	1/1/21	2.0%	0.0%	2.0%
FY22	1/1/22	1.0%		1.0%
FY22	1/1/22		2.5%	2.5%
FY23	7/1/22	3.5%		3.5%
FY23	7/1/22		2.5%	2.5%
FY23	11/22/22	4.5%		4.5%
FY24	7/1/23	2.0%		2.0%
FY24	7/1/23		2.5%	2.5%

Concerns and Questions

- SU is competitive with respect to its appropriate market for administrative support position total compensation, which includes salary and benefits.
- The average administrative support salary is commensurate with the Colleges and University Professional Association (CUPA) market average salary.
- Salaries at SU are above the Median, approaching the 75th percentile for the Bureau of Labor Statistics salary for the Salisbury, MD-DE area.
- The State and USM benefit programs is considered above commensurate with the local market. This is exemplified by the 80% state contribution to a variety of medical and prescription plans, the 21.54% pension contribution, family member tuition remission of approximately $7,700 to $18,400 available based on eligibility, and the generous paid time-off program.

Year	# of Admin Spt Positions Beginning of the Year	Average for the year	Resignations other position	Turnover
2019	84	83.5	1	1
2020	83	82	5	6
2021	81	82	5	6
2022	83	83	5	6
2023	83	82	1	1
2024	81		1	

Concerns and Questions

You asked two questions about staffing levels and resources regarding faculty, exempt and non-exempt positions between FY13 and FY23, including a list of all exempt positions.

- In FY13 we had 379 faculty
- In FY23 we had 403 faculty (an increase of 24 faculty positions)
- Over the last 10 years, we've added 105 exempt positions. 55 of those were **new** exempt positions.
- In addition, 50 exempt positions were converted from either faculty (11) or non-exempt (39) positions.
- In 2021, 6 exempt positions were given back.
- The exempt positions list are in the back of each budget workbook.

Concerns and Questions

FY23 Department	FY23 Job Description
151795 General-Bldg Repair/Maint	E40260 ENGINEER, FACILITIES
151795 General-Bldg Repair/Maint	E2326A WORK CONTROL CTR MANAGER
111310 Biology	E23010 ASST PROVOST
155145 Office of Institutional Equity	E4014G SPECIALIST, AA/EE
144105 Counseling Center	E40142 COORDINATOR
144185 Registrar	E23373 ASSISTANT REGISTRAR
144265 Student Activities & Organiztn	E40376 SPECIALIST, STUDENT ACTIVITIES
129090 Office of Diversity	E2014G DIVERSITY OFFICER
144145 Financial Aid	E40374 COUNSELOR, FINANCIAL AID
155125 Alumni Relations	E21093 Annual Giving Director
129630 Dean of Graduate Studies	E40371 COUNSELOR, ADMISSIONS
378000 Administration-Athletics	E40043 ASST COACH - MINOR SPORT
378000 Administration-Athletics	E24043 HEAD COACH - MINOR SPORT
111421 On-line MBA	E40072 IT SPECIALIST, EDUCATION
155145 Office of Institutional Equity	E4014G SPECIALIST, AA/EE
155140 Univ Analysis & Reporting	E40140 SPECIALIST, PROGRAM
155032 Development	E40097 ADMIN, MAJOR GIFTS
144165 Enrollment Management	E21378 CHIEF ENROLLMENT MANAGEMENT
144190 Admissions	E40371 COUNSELOR, ADMISSIONS
113310 Interdisciplinary Studies	E40140 SPECIALIST, PROGRAM
144190 Admissions	E23371 ASST DIR, ADMISSIONS
155113 Creative Strategy Digital Exp	E21291 DIRECTOR, INSTITUTION MARKETIN
129066 Academic Advising	E30372 ADVISOR, STUDENT
113020 Social Work	E40142 COORDINATOR
129066 Academic Advising	E30372 ADVISOR, STUDENT
129066 Academic Advising	E30372 ADVISOR, STUDENT

FY23 Department	FY23 Job Description
155118 Videography	E40032 FILM VIDEO PRODUCT SPECIALIST
155070 IT-Administrative Computing	E2307J IT ADMIN NETWORK SYSTEM
144190 Admissions	E40140 SPECIALIST, PROGRAM
155160 Office of General Counsel	E30160 STAFF ATTORNEY
129066 Academic Advising	E21148 DIR, CENTER
129610 Dean Of Health & Human Svcs	E1601P DEAN - HEALTH & RECREATION
144185 Registrar	E40076 IT PROGRAMMER, ANALYST
144055 Student Case Management	E2314E MGR, PROGRAM ADMINISTRATIVE
330010 Freshman Orientation	E2314E MGR, PROGRAM ADMINISTRATIVE
117020 Satellite Administration	E2314E MGR, PROGRAM ADMINISTRATIVE
129066 Academic Advising	E30372 ADVISOR, STUDENT
144105 Counseling Center	E40142 COORDINATOR
117020 Satellite Administration	E40371 COUNSELOR, ADMISSIONS
170800 GIS Cooperative	E2314E MGR, PROGRAM ADMINISTRATIVE
129066 Academic Advising	E30372 ADVISOR, STUDENT
155117 Integrated Marketing	E40297 Writer
144045 Campus Health	E30200 HEALTH CARE PROVIDER
301000 Housing-Residence Life	E24149 ASST DIR
144060 Center for Student Achievement	E40142 COORDINATOR
129600 Dean of Perdue School	E2314E MGR, PROGRAM ADMINISTRATIVE
170350 Center for Entrepreneurship	E2314E MGR, PROGRAM ADMINISTRATIVE
144145 Financial Aid	E40142 COORDINATOR
155080 Human Resources	E40152 Training Specialist
144078 Disability Resource Center	E40142 COORDINATOR
144110 Student Conduct	E40142 COORDINATOR
155070 IT-Administrative Computing	Temporary ERP (WD) Backfill
155070 IT-Administrative Computing	Temporary ERP (WD) Backfill
155070 IT-Administrative Computing	Temporary ERP (WD) Backfill
155070 IT-Administrative Computing	Temporary ERP (WD) Backfill

Concerns and Questions

FY23 Department	FY23 Job Description
129610 Dean Of Health & Human Svcs	E40072 IT SPECIALIST, EDUCATION
129565 Ntlly Competitive Fships Offce	E24147 ASSOC DIR
111920 Music	E40037 PERFORMING ARTS SPECIALIST
129610 Dean Of Health & Human Svcs	E21148 DIR, CENTER
113020 Social Work	E24147 ASSOC DIR
170300 BEACON	E2314E MGR, PROGRAM ADMINISTRATIVE
129611 School of Health Sciences	E24147 ASSOC DIR
112105 Nursing	E24147 ASSOC DIR
113020 Social Work	E24147 ASSOC DIR
170300 BEACON	E21148 DIR, CENTER
170350 Center for Entrepreneurship	E21148 DIR, CENTER
152045 Mechanical	E23263 MGR, TECHNICAL TRADES
129620 Dean of Henson School	E24129 BUSINESS MANAGER
129070 Academic Affairs	E40098 SPECIAL EVENTS ADMINISTRATOR
155035 Financial Services	E40122 BUDGET ANALYST
155116 Publications	E40298 GRAPHIC DESIGNER
310001 Commons-Physical Plant	E23262 MGR, BUILDING MAINT TRADES
152045 Mechanical	E23263 MGR, TECHNICAL TRADES
129060 IT-Academic Computing	E40077 IT PROGRAMMER, SYSTEMS
144145 Financial Aid	E40374 COUNSELOR, FINANCIAL AID
155070 IT-Administrative Computing	E2407J IT ADMIN, NETWORK SYSTEM
152300 Facilities Services	E23264 MGR, CUSTODIAL SERVICES
152295 Grounds Maintenance	E40261 HORTICULTURIST
152590 Facilities Plan/Capital Projs	E30020 ARCHITECT
152575 Building Trades	E23262 MGR, BUILDING MAINT TRADES
129000 Library-General	E2414B MGR
129060 IT-Academic Computing	E40077 IT PROGRAMMER, SYSTEMS
155255 University Police	

FY23 Department	FY23 Job Description
155260 Provost	E44141 ASST TO THE VP
310000 The Commons	E40130 DIETICIAN
113020 Social Work	E24129 BUSINESS MANAGER
152045 Mechanical	E23263 MGR, TECHNICAL TRADES
129060 IT-Academic Computing	E40074 IT ADMIN, DATABASE UNIT
155257 Sustainability & Safety	E2314E MGR, PROGRAM ADMINISTRATIVE
320000 Salisbury Univ Bookstore	E2414B MGR
155116 Publications	E40298 GRAPHIC DESIGNER
155125 Alumni Relations	E40142 COORDINATOR
155080 Human Resources	E40151 BENEFITS SPECIALIST
144045 Campus Health	E30230 STAFF NURSE
144185 Registrar	E23373 ASSISTANT REGISTRAR
310000 The Commons	E24130 MGR, FOOD SERVICE
310115 Academic Commons Dining	E24130 MGR, FOOD SERVICE
320000 Salisbury Univ Bookstore	E2414B MGR
310000 The Commons	E23342 AUXILIARY SERVICES ASST DIR
310100 Chick-fil-A	E24130 MGR, FOOD SERVICE
378000 Administration-Athletics	E40142 COORDINATOR
155070 IT-Administrative Computing	E2407J IT ADMIN, NETWORK SYSTEM
155070 IT-Administrative Computing	E2407J IT ADMIN, NETWORK SYSTEM
144145 Financial Aid	E40077 IT PROGRAMMER, SYSTEMS
112420 Environmental Studies	E40140 SPECIALIST, PROGRAM

Concerns and Questions

- 39 Academic affairs, incl. Academic Advisors
- 15 A&F, incl. HR, maintenance, police, dining services
- 7 Auxiliaries, dining and bookstore
- 7 Information Technology
- 5 Enrollment Management (incl. admissions, orientation)
- 5 Marketing
- 4 Financial Aid
- 4 WorkDay (never filled)

- 3 Student Support Services (incl. disability services, counseling services)
- 3 OIE and ODI
- 3 Student affairs, student activities, housing
- 3 Athletics
- 3 Advancement and Alumni Relations
- 2 Campus Health
- 2 UARA and President Office

Concerns and Questions

How many thousands of dollars were spent on the design, purchase and installation of the gender-neutral restroom maps that have recently appeared all over campus?

$116.20 - Printing
$6.00 - Two rolls of tape

Total - $122.20

Concerns and Questions

From the Ad-Hoc committee letter:

"Faculty are concerned about the overreliance on third-party consultants: training consultants, brand consultants, consultants to investigate a marching band, consultants to investigate HR practices, etc. Undoubtedly consultants have value, but in some cases, it may be possible to draw on the expertise already on campus rather than paying for expensive consulting."

"…many requests for Faculty searches have remained unapproved for an extended period. The administration's justification for the delay is that the next academic year's budget will be more accurately known once enrollment numbers are solidified in the spring."

"Due to the budget cuts, post-Covid recovery, and a perception of rising expectations, several Faculty expressed that they have had to take on excessive day-to-day work. Because campus resources like the Disability Resource Center and University Writing Center are stretched thin with few staff and appointment times available, Faculty have attempted to pick up this slack by providing support to individual students, including vital support for minority students. However, this work takes away from their prep time, research, committee work, and new projects."

Conclusion

- The university is committed to fiscal responsibility.

- We will continue to let the institutional priorities guide our decision making.

- We are lean but we are OK!

- We are doing amazing things to educate our students.

- This is continuous improvement.

Thank You!

We look forward to continued collaboration!

Salisbury UNIVERSITY