

Faculty Budget Committee Survey 2009

Q1. Were you aware of the existence of the Faculty Budget Committee before this survey?

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Yes	52.9%	74	41.6%	182
No	47.1%	66	58.4%	255
	answered question	140	answered question	437
	skipped question	2	skipped question	2

Q2. How familiar are you with the Budget Model currently used by USC?

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Very familiar	7.1%	10	8.7%	38
Somewhat familiar	39.7%	56	41.1%	179
Very unfamiliar	53.2%	75	50.2%	219
	answered question	141	answered question	436
	skipped question	1	skipped question	3

Q3. Would you like to receive periodic reports regarding University budget issues?

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Yes	84.4%	119	79.8%	348
No	15.6%	22	20.2%	88
	answered question	141	answered question	436
	skipped question	1	skipped question	3

Q4. How would you like to access any financial reports?

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Faculty Senate web site	46.4%	64	42.0%	181
Sent through email	44.2%	61	46.6%	201
I do not want to receive financial	9.4%	13	11.4%	49
Comments		4		14
	answered question	138	answered question	431
	skipped question	4	skipped question	8

Q5. Please select 3 items from the list below that you think should be funding priorities for the University.

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Libraries	47.1%	65	40.3%	168
Enrollment Management	10.9%	15	13.7%	57
Graduate School	61.6%	85	53.0%	221
Student Affairs & Academic Support	36.2%	50	36.5%	152
Advancement (University	33.3%	46	35.3%	147
University Technology Services	39.1%	54	48.9%	204
Undergraduate Scholarships	24.6%	34	27.3%	114
Custodial Services	21.0%	29	20.1%	84
Maintenance & Landscaping	17.4%	24	16.8%	70
	answered question	138	answered question	417
	skipped question	4	skipped question	22

Q6. Please describe your satisfaction with budget decisions made at the President/Provost/CFO level.

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Very satisfied	1.4%	2	4.3%	18
Satisfied	23.0%	32	26.1%	110
Neither satisfied nor dissatisfied	45.3%	63	45.7%	193
Dissatisfied	25.2%	35	17.3%	73
Very dissatisfied	5.0%	7	6.6%	28
Comments		42		117
	answered question	139	answered question	422
	skipped question	3	skipped question	17

Q7. Please describe your satisfaction with budget decisions made by your dean.

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Very satisfied	9.2%	13	11.3%	48
Satisfied	22.5%	32	26.5%	112
Neither satisfied nor dissatisfied	19.7%	28	24.8%	105
Dissatisfied	20.4%	29	19.9%	84
Very dissatisfied	28.2%	40	17.5%	74
Comments		45		115
	answered question	142	answered question	423
	skipped question	0	skipped question	16

Q8. Please describe your satisfaction with budget decisions made at the unit level (department or program).

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Very satisfied	15.7%	22	16.7%	69
Satisfied	40.7%	57	37.9%	157
Neither satisfied nor dissatisfied	20.0%	28	22.2%	92
Dissatisfied	14.3%	20	13.0%	54
Very dissatisfied	9.3%	13	10.1%	42
Comments		30		84
	answered question	140	answered question	414
	skipped question	2	skipped question	25

Q9. Do you receive a regular report on the financial condition of the unit in which you are employed?

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Yes	29.5%	41	42.9%	181
No	70.5%	98	57.1%	241
	answered question	139	answered question	422
	skipped question	3	skipped question	17

Q10. Would you like to receive a regular report on the financial condition of the unit in which you are employed?

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Yes	90.0%	126	90.1%	375
No	10.0%	14	9.9%	41
	answered question	140	answered question	416
	skipped question	2	skipped question	23

Q11. Please describe budget practices that have been effective in your unit, your College, or other institutions.

Answer Options	Arts and Sciences		University	
	Response Count		Response Count	
		55		173
answered question		55		173
skipped question		87		266

Q12. Is there anything else you would like for us to know?

Answer Options	Arts and Sciences		University	
	Response Count		Response Count	
		40		120
answered question		40		120
skipped question		102		319

Q13. Are you:

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Tenured Faculty	67.9%	95	54.9%	225
Tenure-Track Faculty (not yet	17.9%	25	21.7%	89
Research or Clinical Faculty	5.0%	7	12.7%	52
Instructor (fulltime but not tenure	5.7%	8	7.1%	29
Part-time or Adjunct faculty	3.6%	5	3.7%	15
Comments		1		6
	answered question	140	answered question	410
	skipped question	2	skipped question	29

Q14. How many years have you been at USC?

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
0 - 5 years	30.5%	43	35.4%	147
6 – 10 years	16.3%	23	18.6%	77
10 – 20 years	25.5%	36	21.9%	91
Over 20 years	27.7%	39	24.1%	100
	answered question	141	answered question	415
	skipped question	1	skipped question	24

Q15. Indicate the primary college or school in which you work.

Answer Options	Arts and Sciences		University	
	Response Percent	Response Count	Response Percent	Response Count
Arts and Sciences	100.0%	142	35.2%	142
Business	0.0%	0	6.5%	26
Education	0.0%	0	7.4%	30
Engineering & Computing	0.0%	0	7.4%	30
Hospitality, Retail, & Sport	0.0%	0	3.0%	12
Law	0.0%	0	3.5%	14
Mass Communications &	0.0%	0	3.5%	14
Medicine	0.0%	0	11.4%	46
Music	0.0%	0	4.0%	16
Nursing	0.0%	0	2.7%	11
Pharmacy	0.0%	0	1.5%	6
Public Health	0.0%	0	6.7%	27
Social Work	0.0%	0	2.0%	8
University Libraries	0.0%	0	5.2%	21
	answered question	142	answered question	403
	skipped question	0	skipped question	36

How would you like to access any financial reports?

Other (please specify)

- 1 I would like to receive notifications when budget reports become available
- 2 I would like to have information on the CAS budget.
- 3 I get plenty of information from RCFS reports, so I don't need anything else.
- 4 Main university web-pages (e.g. under Board of Trustees)

Please describe your satisfaction with budget decisions made at the President/Provost/CFO level.

Comments:

- 1 Graduate education should be a significant priority
- 2 I think much is kept hidden, and I think faculty the support gap between highly productive research faculty and unproductive research faculty is too narrow.
- 3
Well, hopefully this will change with new administration, but in previous years. USC has placed to high a priority on hiring Deans. Then the new Dean of Engineering from several years ago, left to face criminal charges back in VA. The new Dean of Law School lasted about 1 year as has the new Medical School Dean. Then we read in paper that the new Dean of BA has created chaos in that School. And, don't forget the financial fiasco that was Parks/Roscoe. Well, what confidence is a faculty member supposed to have in the running of USC.
- 4 How would we know how decisions are made in that Star Chamber? From what I gather anecdotally, a lot of money is wasted by senior admin.
- 5 In very hard times, everyone hurts. I may not always agree in specifics but i feel that we are headed in the right direction inspite of the State's miserable support of Higher Ed.
- 6 The President/Provost should spend more money for student and faculty support, less on athletics. They could also appeal better to the state/politicians.
- 7
Taking away banked funding to be used for major expenses at the college level, and embarking on purely speculative investments in university-private partnerships (e.g. Innovista) is irresponsible behavior.
- 8 No vision
- 9 The office of planning and finance is a black hole of the university with an arrogant, purposeful, dissociation from receiving faculty input.
- 10 Concerned over issues of eroding programs due to attrition.
- 11 I don't think they've been explained clearly. For example, I'm still unclear on how much of the University budget has gone into Innovista. A lot of fanfare went into the announcement of a VCM budgeting model some years ago. But since then I have not heard a lot of public discussion about how that model has been modified and to what end.
- 12 USC's decisions about impending budget cuts seem to be much less transparent than other state agencies. These decisions also seem to be made later than with other agencies.
- 13 I have no idea what they are so I can't say if they're satisfactory or not.
- 14 Focus on Innovista in poor economic times is starving the rest of the campus.
- 15 Custodial services have been reduced to the point where it impedes classroom teaching. I do not wear nice clothes on days I teach because my classroom is so dirty and students routinely complain about the condition of the classrooms. A suggestion - let's hire students to do routine jobs like sweeping, cleaning the boards and emptying the trash. We would get the job done at a lower cost and support student education at the same time.
- 16 The FEI hiring done at the provost level is not transparent. It seems biased towards individuals and units who garner a lot of external funding. The Provost should not have control over such a large portion of faculty hiring. Hiring is better done at the College level. Also, the President has not come out and told us yet how stimulus money will be spent (or even whether we still have stimulus money in the pipeline). Generally speaking, the president and the Provost don't do a good job communicating budget issues to faculty.

17

I do not know what decisions have been made other than to funnel huge amounts of IDC from grants into Innovista, which does not benefit the university research mission at all in the short run.

18 not sure which decisions are explicitly made at this level

19 No information to have an informed opinion

20

Dissatisfaction comes from a perception that there are not clear, well-articulated budget priorities which have been developed through deliberation and which flow from the core missions of the university. Financial decisions seem to be made reactively and don't always seem well coordinated. Given the current economic situation this is not wholly a justified criticism, but it is frustrating.

21 It is too early to make an assessment. The President inherited a collapsing economy, which I think has been handled very well. The Provost is just getting his oar into the water, but the research funding and the money for PhD's produced both seem smart to me. We have a good many programs, centers, institutes--one example would be the Arts Institute--that do not seem to be justified in terms of cost versus benefits, or in terms of efficiency (the AI is a go-between that absorbs administrative costs and generates artificial collaborations).

22 I am effected more by decisions made or apparently made at the dean's level. Many of those are detrimental to maintaining normal faculty life. At least some of those must be decisions filtered down from above, but we do not know which.

23 faculty salaries are the main problem, and graduate student funding.

24 Not sure I understand well enough which decisions are made where to say.

25

Interesting that faculty salaries were not listed in the above possible funding priorities. I resent the high salaries of the administration while faculty and students are encouraged to sacrifice for the USC family

26 Trying to do best--keeps community informed. However, there really needs to be greater reinvestment in academic buildings. Some of those around the horseshoe don't have hot water in the restrooms, etc. Some effort to keep things from falling apart, but better investment and upgrades in historical academic buildings.

27

This is mostly about the previous administration, as we have not had a chance to see what the new one will do. They need to take a firm stand and move faculty salaries to the national average and working conditions to at least as good as one finds at home. If the UC system can raise tuition by 32% and Clemson can do so by 40% (in recent memory), why can't USC do something bold? Dirty corridors, classrooms, bathrooms and offices, poor equipment and serious understaffing need to be addressed immediately. Hope the new administration can help.

28 Don't know how to obtain information and do not receive it periodically.

29 I would like to see more attention given to academic space on campus. Recent growth in the number of students on campus has not been matched by growth in academic space. As we continue to have more students this issue will become increasingly acute. Also, maintenance of our current classroom facilities cannot be ignored!

30 Based on my current knowledge.

31 Support for graduate education (not the same as the graduate school) should be a much bigger priority than it appears to be. The budget should be used to build excellent in core academic areas including key programs in Arts & Sciences.

32 It's difficult to know exactly what decisions are made when, about what.

33

No budget transparency exists; no clear processes are involved; commitments made by president are not honored ; president makes commitments he cannot honor; CFO needs to be empowered; too many FOHs (friends of Harris) bypass procedures ; no central planning and financial agency - yet

34 If course I am bothered that I do not have an endowed chair.

35

I don't understand all the investment in new buildings (like half-finished, poorly thought-out Innovista buildings) when existing buildings are overdue major upgrades. Let's sort out the existing facilities first.

36

Graduate School is limping along; this should be the keystone of our university. It has been starved for years. Education is what we are here for; budget decisions too often harm classroom teaching, whether by raising class sizes, cancelling all classes that fall below an arbitrary floor (this means cancelling prime educational opportunities for undergrads, particularly those not in the Honors Program, and for grad students as well), and not updating 19th century era technology in our classrooms. Yes, everything is equal but even so some things are more equal than others--and in an institution of higher education, that means education: teaching and classroom support. Weaken that and the whole house of cards comes down.

37

The President has done an admirable job in navigating the budget crisis as well as fighting for the USC system in the capital. I do think however that the priorities lower down are misplaced as they tend to pin departmental and educational quality, graduate programs, and upper level classes against against budget needs in unnecessary ways. That is, there seems to be a commitment to the budget first, at times, and then quality and education (class size, classes offered, course load, etc).

38 the current set of decisions are forced by the financial climate however the new Provost appears to have a poor understanding of financial principles and the past VPs for Research have piddled away vast amounts of monies that would have been better spent on setting up and hiring new faculty and sustaining the infrastructure and faculty already on campus.

39

terribly dictatorial decision to consolidate existing units into new SEOE for budgetary reasons

40

Significantly more resources ought to be directed toward updating outdated central resources like enrollment and course management, email, etc. Many other universities have class lists that can be downloaded directly in spreadsheet format (VIP does not allow for this easily), the ability to upload course grades from a spreadsheet rather than entering them by hand (also required by VIP), access to a photo class list, etc. The reliance on paper forms for course status and advising, rather than simply the DARS system, is also outdated. The library seems to have very limited funds when it comes to online subscriptions to journals and databases, as well.

41 Funding is desperately needed for new faculty and for scientific research. Virtually no \$\$ went toward the internal research pool last year -specifically from the stimulus package. Also, the emphasis placed on sports funding is obscene.

42 I do not have an overview of the choice options that administrators have during the present financial crisis.

Please describe your satisfaction with budget decisions made by your dean.

Comments:

- 1 A disaster. My department and its graduate program, despite national rankings, is languishing. I am among the most productive and have entered the job market.
- 2
The Dean is easily swayed by people who compliment and play up to her. Then she give them everything they want. Some people just want to work in their lab, teach their classes, obtain grant funding for their projects and their ideas are never heard. The Dean's office is overstaffed and overpaid, and that should be the first place to start for saving money. Dean of Arts and Sciences
- 3 My dean prefers senior faculty to beg for money. Then she can feel powerful by saying no.
- 4 too much one-size fits all decision-making
- 5 We are not privy to her decisions. It is strictly top down with need to know.
- 6
The Dean in my school is very incompetent and unjust in distributing funds, especially salaries.
- 7
Her decisions seem arbitrary and often not tied to any meaningful fiscal leadership--e.g., arbitrary limits put on class sizes with out considering unique characteristics of department; arbitrary cancelling of sabbaticals last year, when full year sabbaticals would have actually saved money; arbitrary decision not to rehire Teri'd employees, costing the college tremendously in experience.
- 8
Cuts to staff positions endanger the core missions of research and teaching in the Arts and Sciences. On the other hand, we have been preserved from salary cuts or "furloughs".
- 9
Dean Fitzpatrick shares no budgetary information with faculty, and there are no means of communication. The budget decisions in CAS are arbitrary and not in the best interest of the faculty.
- 10
Concerned over issues of eroding programs due to attrition, underfunded adjunct budgets that have led to overcrowded classes and inadequate course offerings. The long term affect is students having limited choices and not being able to satisfy their requirements in a timely manner.
- 11 The College seems to operate as one way street. (1) Requirements for more grant money, (ii) increase undergraduate enrollment to provide more tuition money, (iii) undermine graduate education by limiting graduate class enrollment as class by class level rather than per Dept level (aka micromanagement). When these goals are not achieved, then a stick is shownm when they are achieved no carrots are available.
- 12 I believe the A and S Dean has made tough decisions that were not universally popular but which in general have protected the academic mission of our College.
- 13 Good grad student support and recent improvements in faculty hires. Department does not receive fair share of instructional dollars though
- 14 Decisions in the College of Arts and Sciences are made in a process that is opaque to the faculty and far too idiosyncratic (personal impulses of the current Dean).
- 15 I have no idea what they are so I can't say if they're satisfactory or not.
- 16 Preservation of faculty lines.

17

We need to restore faculty hiring ASAP since we have had to cut course offerings while increasing total student enrollment. The reduced course offerings are threatening student progression.

18 The dean of Arts & Sciences (and the people she has hired to help with budgeting) are very professional and capable as regards budgeting. Budgeting has never been as rational and transparent at the College level as during the tenure of this dean. The current Provost does not seem to have any budget sense at all.

19 Very satisfied if not for some bizarre staff cuts.

20

Although I'm on our department's administrative team, many of our dean's budget decisions are quite opaque to me. She's done well at sheltering us in some ways, but she hasn't handled the personal side of instituting budgetary policies well. My main dissatisfaction is the tendency here at USC to sit on moneys for staff and faculty lines for months, if not years, after the person involved has left. It's a short-sighted system of financial management that causes department's to lose the momentum and focus they've gained; the system becomes very much two steps forward, one step back.

21

linking the A000 budget to our actual student numbers in classes, and also restricting class size, is a huge problem. we can't train grad students under this model. we are teaching larger classes, up to our space limits (not enough space to consolidate the large lower-level classes), as a result we have poorer selection and reduced quality of education. making departments compete for a finite number of students is ridiculous if the net size of the student population remains the same - and it reduces interdisciplinary research and exposure. harms interdepartmental relations by creating turf wars over classes and who teaches what.

22

Dan Fitzpatrick is penny-wise pound foolish. She lacks the vision to see which programs are potentially very productive and simply cuts indiscriminately to save a few dollars here or there. For example, limiting teaching by retired faculty to \$5000 and eliminating classes with less than 8 students (essentially all our advanced graduate courses). The departments should be allowed a reasonable degree of latitude in how their resources are used, and not micromanaged to death. Cutting support personnel may save a few dollars, but this leads to much lower productivity of the faculty.

23 There is an absence of communication and flexibility in CAS. To advance research, faculty need to be able to adjust their schedules. In the humanities it is especially important to have time to focus on a project. Previous deans and department chairs have managed to allow faculty to bank courses to great benefit. Where you see an important book that is published, you will often also see a semester of release time or banked courses that provided the time. Dean Fitzpatrick has a strict policy against course banking that I think works against us. Also, faculty simply do not know whether it really was necessary to cancel all sabbaticals in Arts and Sciences, and to cancel all the searches. Given the budget cuts, these moves seem quite reasonable. But sabbaticals are inexpensive: indeed, since department chairs must affirm that the teaching load can be handled with the remaining faculty, they would seem to be without cost. If there is a cost for sabbaticals, then this funding could have been found elsewhere: The college continued to fund graduate student travel and other initiatives. Some discussion of the priorities would have been wise. The budgetary basis for setting the class size minimums, in all units, at the chosen levels has not been explained except in the vaguest (and

24 Although, there could be more flexibility. I would also like to see academic priorities figured into the equation. Sometimes it seems that numbers are all that matters.

25 Not sure I understand well enough which decisions are made where to say.

26

We have no information on how the money is generated by units in CAS and how the money is spent.

27 due to budget cuts, team teaching is prohibited as are small class sizes - we have never been informed by the dean as to how the decisions are made and what the logic is

28 Decision to impose graduate class size restrictions as cost-saving mechanisms has been a boondoggle. Other notable poor management decisions, including cancelling past year faculty job search while senior level faculty was ON CAMPUS.

29

The Dean of Arts & Sciences is in a position to alleviate understaffing and to invest research-based overhead funds in departments which generate them. Instead we have seen positions simply evaporate, go unfilled and no funds even for colloquia. What's going on?

30 Don't know how to obtain information and do not receive it periodically.

31

Rather than discuss furloughs or other options, the dean of CAS cut vital faculty positions, in one case despite protests on the part of other faculty and students. These positions were not well-paid (salaries in the 30s), and diminished the richness of our course offerings.

32

Our unit has been decimated of administrative staff while others maintain an abundance of staff.

33

This dean (Arts & sciences) has absolutely no commitment to excellence in either research or teaching.

34

Mostly satisfied about outcomes, mostly dissatisfied about the lack of transparency in the process.

35 faculty input is non-existent ; no long term planning ; favoritism and political games without strategic vision is rampant ; departments need to be empowered and obtain more IDC ; inefficient administration costs too much money

36 she has to make tough decisions and she is fair

37

Our Dean (College of Arts and Sciences) makes budget decisions as though she were a dictator. There is little input from the affected faculty (or input is limited to an elite group of insiders). The decisions are often made IN SECRET and without the appropriate background information. The decisions often have a serious negative impact on both the teaching and research missions of the University with very little overall savings. There appears to be little strategic planning to make wise budget cuts.

38 A better job could be done taking care of graduate students in terms of assigned course loads, stipends, etc. The one-size-fits all strategy doesn't account for the real differences in time required to do an effective job as a GTA, for instance. I have been told these are decisions made at the College level. If we want our graduates competitive on the job market, we need to coordinate efforts at many levels to give them the funding and other support they need. I think a study of the attrition rate, years-to-graduate, and placement in tenure-track positions of our graduate students would be enlightening to many faculty.

39 Decisions by this dean have exacerbated the problems with budgets noted above, and had profound impact on my own ability to get my work done, at all levels. Travel support has been sustained, though, and this is a great benefit.

40 She has saved our bacon. We are afloat and that is a wonderful thing.

41

I'm the grad director for a currently suspended grad program and my colleagues and I would like to see it restored as soon as feasible - but my department ranks low in the Dean's priorities.

- 42 Mary Anne Fitzpatrick has mismanaged the College of Arts and Sciences, yet she has given big raises to her own staff.
- 43 College of Arts & Sciences - significant centralization and very little flexibility at the unit level. Use of tuition abatements rather than tuition waivers as part of graduate assistant funding is unusual to say the least when compared with other universities.
- 44 While cuts in staff were necessary to keep faculty and grad students, when 1/2 of the staff is cut, it is impossible to continue to supply the students, faculty and Dean with the previous level of support. This does not seem to be understood at the Dean's level.
- 45 I think that the focus on preserving faculty positions is wise. I do not like the increase in class sizes, but can accept it so long as it is temporary.

Please describe your satisfaction with budget decisions made at the unit level (department or program).

Comments:

1

I have an inexperienced chair who is in over her head, but unwilling to appear weak by seeking help.

2 Again, those who eat lunch daily with our chair have an undue influence. It is like elementary school clique. Biological Sciences

3 Not sure how money is allocated to others, but I have never been turned down for anything. I try to police myself on funding requests at the unit level.

4 In the CAS there are no budgetary decisions to be made at the unit level, as the Dean's office controls all of the unit resources.

5 The Depts should provide a budget sheet at the end of each calendar year with incomes and expenses. Currently no transparency exists how the money is spent.

6 Our chair has been very clear with us about the department budget and how the money is being allocated. I think there is strong support in the department for these decisions.

7 I have no idea what they are so I can't say if they're satisfactory or not.

8

There are no significant budget decisions being made at this level. The decisions are mainly ones regarding travel and colloquium funding, and regarding allocation of TA funds. The travel and colloquium budgets seem to be well-enough managed. The TA funding seems a bit less transparent.

9 Our chair makes very few decisions and prides himself in that fact.

10 I don't know how he does it, but our department chair manages to let us have a R1 life.

11 Our chair has done well to protect the core mission of our program in the face of the devastating budget cuts and new budget structure.

12 What decisions? There are almost no discretionary funds.

13 My chair is transparent, frugal, honest, supportive.

14 We have a very weak chair who was selected by the dean. I am unaware of any real decisions made by him.

15 same as above

16 There is no consultation.

17 We talk about a small amount of money that the department "freely" spends.

18

information is never forthcoming - we only get the final decisions again with no communication

19 Haven't been too many opportunities for raises, but needs are being met around equipment and travel.

20 The department has done what it can given the budget it receives. The university needs to support graduate tuition, decent faculty salaries, etc. Department heads need a bit more funding for proper operation of a department. Without that they have a hard time keeping people even moderately happy and ultimately that leads to poor performance.

21 Don't know how to obtain information and do not receive it periodically.

22 Our department should have resisted decisions made by the dean more vigorously, but our chair showed little willingness to mount a vigorous defense.

23

As faculty, we often receive smaller raises than those mandated for staff as state employees.

24

With the constant micro management faculty and departmental committees have been essentially neutered. Since the role of department chairs at USC has been diminished and reduced to "receiving orders" from the dean (at least in the College of Arts and Sciences) it is an unattractive position. In that context many department chairs are doing as much as they can but their influence is very diluted.

25 Our Department Chair (Biology) is a lackey to our Dean. He will not support his faculty or attempt to protect us from the Dean's frequent attacks, many of which do not save money overall, but simply transfer power, positions and money from the Department to the Dean's office. He is easily bullied into implementing her poor decisions, in part because of personal benefits he receives from his position as Chair, including additional salary and monetary input into his otherwise failing research program.

26 I am not aware of any non-tenure track faculty being given any specifics regarding the departmental budget.

27 Our department has done an excellent job of protecting students and helping them with funding, scholarships, tuition abatements, special events, supporting clubs--in general, heroic efforts to mitigate the damage.

28 we have virtually no budget. it is shameful.

29 Our Chair is doing a good job but he needs to keep the faculty more informed.

30

I do not know that our Chair has many options in the budget decisions that are being made.

Please describe budget practices that have been effective in your unit, your College, or other institutions.

Response Text

- 1 Transparency and frequent reporting with rapid feedback possible for corrections.
- 2 Transparency, plus discretion at the unit level.
- 3 UNit level: Budget is open and faculty can access all information
- 4 Where will we make the cut mandated? Answer, where the Dean tell us we are being cut.
- 5 Chair keeps a close watch on money, seems fair in allocation. Dean is capricious and wasteful, despises faculty initiatives, and practices cronyism. USC admin spends too much on useless mid-level management. Should rather get on the stick with fund-raising and turning around Innovista. Provost in particular seems an otiose position: he doesn't have any funding, so deans are more powerful.
- 6 Because we do not get financial reports, this is difficult to discuss.
- 7 There appears to be no effective practices. My Dept Chair and Dean does not convey any decisions to the faculty unit. The decisions appear to be made without any faculty input. Most of the decisions directly impact faculty and their ability to conduct research and get outside funding.
- 8 Providing support for faculty mentored graduate research funding.
- 9 Our dean discusses the budget with department heads in broad terms. This is very useful, but the heads must communicate the message to their faculty, and this does not always happen. I would like to see more detailed information about the budget.
- 10
The dean has wielded tremendous power over the budget in the college, has mismanaged it, and has used it to show favoritism to particular units and individuals. Many times the difficulty is in finding any real connection to merit. She conducts the budgetary work of the college in a nontransparent way, leaving her more room to achieve individual aims without the scrutiny of the broader college community. Apparently, there is so little scrutiny of her practices from above that she has been free to get away with these unfair and in some cases potentially illegal activities for years.
- 11 My unit (History) doesn't tell me anything about how the department budget is doled out.
- 12
The dept has made good use of the E150 (indirect cost from grants) monies to support the research efforts of the dept. Unfortunately these funds have been declining and increasingly tapped for non-research purposes.
- 13 Linking grad assistantships to teaching has worked to keep them in place, and even out the funding of grad assistantships across units in my college.
- 14 None that I am aware at USC. From other institutions best practices that did not really brought monetary value but increased the loyalty of the faculty to the department and home institution have been: (1) A small % of the IDC returned to the PI for miscellaneous expenses (2) Reward of the faculty for success in advising graduate students (per student nominal reward)
- 15 I have no idea what they are so I can't say if they've been effective or not.
- 16
encourage more grantsmanship and support it through prompt and positive service through sponsored programs (sometimes an impediment... they tend to not be negotiable resulting in lost funding)
- 17 Reducing administrative and support staff by combining job responsibilities.
- 18 Basically no concrete information available
- 19 Budgeting has been relatively transparent in my Department. The Department and College have maintained fiscally conservative practices that have helped us in tough budget times.

20

I can't say much about budget models, since I am not a financial expert. Moreover, I have no knowledge of how things are done at other universities. I think that USC's Responsibility-Based budget model works for the College of Arts & Sciences, since we do a lot of teaching and get rewarded for that. However, I am not sure what sorts of checks & balances exist to make sure that the College is not being unfairly used to support other Colleges that are less efficient and less self-supporting. It seems to me that other Colleges and Schools (in particular the School of Public Health) were given a lot of resources during the tenures of Sorensen, Becker, and Pastides, and that these were not necessarily justified by the responsibility-based model.

21

We need buildings, so any practice that gets us buildings for traditional university use (not underwriting the activities of private companies) should be examined and duplicated. USC seems to have abandoned getting money for new buildings from the state. That is a mistake. Buildings like the Graduate Research Center were funded by external grants and state matching. Private money is needed as well, but a strategy for parlaying external support in any form into matching from the state is critical. We can't go it alone and we can't build buildings in Innovista for private industry. We need university buildings that combine research and teaching in a healthy environment for students and faculty. Aspects of the research park model are important to the long-term plan for the university, but putting all our eggs in one basket, especially one controlled by a known felon and associates, is a monumental mistake.

22 don't know

23 The Dean talks about her model - which seems to be a moving target.

24

once upon a time the budget was linked to the number of FTEs we had, and we were allowed to use those funds with very little interference from the administration. This worked well for many years. Now we are micromanaged and some of our more FTE-productive programs are under attack by Dean Fitzpatrick

25 There are no budget practices. Up until recently, I had no idea where money came from, how salaries were decided, and who got money and why.

26 Very mission oriented budget. As much as possible try to link budget priorities to core mission of the unit. This is simplified by being a unit with a fairly coherent mission, something which would be more difficult for the university as a whole.

27

Unit meetings should include time spent on discussing the budget with full disclosure in almost every respect.

28 when VCM was in place, we knew a lot more about budget decisions -- now all seems pretty unclear from top to bottom.

29 I think departments should have budgetary committees so that academic priorities can be acknowledged within budgetary constraints.

30 Not sure I understand well enough which decisions are made where to say.

31 Value Centered Management a few years ago reached the department level and increasing enrollment resulted in increased funding. Now we work more and more and do not see connection between the money coming to the department and the increasing workload. I do not know whether VCM still exists between Colleges, but it no longer exists for departments.

32 N/A

33 I am completely in the dark about budget practices in my unit or the College of Arts and Sciences, other than "teach more classes," and "no more raises."

- 34 The budget beyond salaries is very close to zero. [Salaries are too!] In our university this is a moot question. At other institutions science departments have people to set up demonstrations (2 or 3 such), at least 1 or 2 for IT, and 1 or 2 Lab Managers. That's a total of 4 - 7 people beyond secretarial staff. We have only one! That's ridiculously low. Faculty are doing much of the work, facilities are dilapidated, equipment is out of date or missing. I hope the new administration knows what we're facing and how we're surviving. Time for action is NOW. Other institutions, even the hard-pressed ones, seem to at least have staff and working equipment. We are being reduced to a joke.
- 35 No information on this practices is available.
- 36 -cutting copying costs? It's been an annoyance, but not an insurmountable one.
- 37 Pooling grant indirects for faculty and student travel to meetings and other scholarly uses.
- 38 Cannot adequately comment.
- 39 No comment
- 40 Do not know.
- 41 Cuts to adjunct hiring; firing of instructors; cuts of administrative stipends; rise in students taught
- 42
commitments that have been made have been broken; IDC return is becoming the "war chest" of deans and the provost; the lack of a VPR for over a year has damaged research - we don't get any support from the VPR 's office for research or facilities - why have this office? No long term planning with respect to facilities (they are pathetic compared to Clemson!) Budget decision are not discussed but implemented from top down Support for graduate education is pathetic in one word: disgusting
- 43 steady stream budget does not allow for enhancing programs on the upswing
- 44
Developing 5 year models and serving students while watching costs -- having a clear strategic plan.
- 45 No budget details have been provided to non-tenure track faculty as far as I am aware. In terms of having open discussions and encouraging participation, our college doesn't seem to have dealt with the fact that a sizable number of its teachers are not tenure-track faculty. The "closed door" decision seems to be the procedure of choice.
- 46
If cuts are made, make sure they are made visibly, so all can see, and equitably. The logic should be clear and the choices also made clear: not just what is being cut, but what is being supported: What are the trade-offs? Who is being supported, who is not? Clear time limits need to be set and adhered to: one morale-buster is to make cuts that are "temporary" but that congeal into the new normal.
- 47
As I understand them, a major determiner of faculty hiring (including the hiring of adjuncts), discretionary moneys, and moneys for student programming, depend upon the use of "carry forward" moneys. I think generally speaking the Dean and the college administration have been fairly effective in the handling of these funds. There have been other decisions of which I have not approved --- arbitrary decisions about whether newly hired junior faculty should or should not receive leave time --- and I do not approve of these. But overall given the economy, I think the college administration has made some smart decisions.

- 48 As I previously stated, we are forced to accommodate to unreasonable enrolment dictates that erode the quality of undergrad and grad education. Class enrolments are considerably expanded, which leads to less contact hours with undergrads; less opportunity for them to talk in class and handle the material; and more work for the grader which results in changing the sort of assessment tests (for examples 20 papers is reasonable but 40 impossible to give regularly. The consequence then is that students have multiple choice or identification tests which are far less rigorous). In the meantime, these unreasonable requirements for enrolments for graduate and upper class (often major) courses force the cancellation of critical courses and potentially might result in the decimation of graduate programs which the Dean and Provost so frequently exalt. The corporate model that dominates higher education is one that has failed in the 1990s and one that predominates at USC. I am an alum of a tier one, marquee university. When I arrived, Arts, Social Sciences and Humanities had suffered at the hands of a president and provost who were only interested in building the hard sciences and professional schools. After two years, the University had a new president whose first speech stated that "the Arts and
- 49 Planning for the future based on what is likely to happen next is a very good idea and the Dean has been doing this. From the moment she first arrived she has been forcing units to make decisions based on data. In the past decisions at the level of the Dean had little basis other than opinion. She certainly has opinions but she forces both the chairs and herself to revise those opinions if the data do not support them. I have worked under a number of deans and she is the best at this. Best of all if you can produce data to support your opinion and show that her decision was based on incorrect data, she will alter her decision. This is straight shooting at its best. I have never seen her go back on her word which is very effective and makes you believe in what she says. It would certainly be nice if the President and the Provost were to be as straight with the faculty in terms of telling them about problems, solutions and unresolved issues. The meetings of the Senate rather if ever are graced by a genuine discussion. My unit is vigorous and hanging together but times are tough in terms of teaching loads and making do without adequate levels of assistance. Protecting the graduate students as well as the undergrad majors is vital but the faculty also need to survive. I am somewhat concerned about the filth
- 50 monthly appraisals of budget situation at faculty meetings
- 51 Strong pre-planning in the face of the budget crisis by our Chair and Dean.
- 52
- Larger class size and use of faculty rather than TFAC has been effective in the short term to save money. However, the university needs to determine which effort has priority - research or education of students.
- 53 Unit Procedures and decisions are secretive and intentionally predjudicial.
- 54 no idea.
- 55 Explicit principles underlying budgetary decisions communicated to all Exposure to cross-university budgetary issues

Is there anything else you would like for us to know?

Response Text

1

We have no idea how the Dean prioritizes between departments or what our college long term plan is. If we had any idea what kind of future was being planned around here we could be participants in it and help (we actually are pretty smart you know). Instead we are forced to react to plans post-announcement, which often reduces us from partners to...what, drones? Impediments? Given that the budget is just the vehicle for executing plans you would think the planning part would be more open too.

2 Arts and Sciences Biological Sciences

3 I do fundraising, too. Why don't I get to tabulate my own fund-raising? Credit shouldn't go to someone else. Admin MUST make the Innovista plan work without throwing good money after bad. And what about that defunct biomass energy plant? Adesso: are we still invested 50% with that failed project? Can't admin see how disgusting the library building is? Aren't they ashamed of this?

4

Communication between parties can often eliminate unnecessary and often divisive conflict. Micromanagement from the top down is probably the least effective way to achieve such communication.

5 More support should be given to graduate programs.

6 no

7 The most important thing that can be done with the budget right now is to address faculty salary inequities. We have associate professors who are not making any more than assistant professors in my department. It is a major source of discontent.

8 The budget committee needs to have a more active voice in decisions made at the university rather than just 'rubber-stamping' what the CFO suggests. Please help USC out of this mess! I do appreciate the time and effort that the committee puts in to make this happen.

9 The medicore Alumni operation on campus needs to attention. Too many expensive glossy publications -- far too little effective outreach and relationship building with the alumni.

10 There needs to be more transparency and coordination between the budgeting processes of the colleges and central administration. Faculty hiring was not on your list of priorities to choose, but it is going to be vital as we continue to lose faculty and experience hiring freezes.

11 I have no idea what any budget decisions are so I can't say if they're good or not.

12 - Pay raises that occur at various levels of the university should be transparent. - The University / College / Departments should clearly show what amounts are spent in administration expenses, as currently there is the perception that Dean's offices exp

13 Can't think of anything else...

14

The university needs to be more open about where state funds and tuition funds go. "value centered management" is not necessarily a bad model, but all of the taxes and exceptions need to be revealed. Deans and department chairs should be forbidden from applying it at the individual faculty member level.

15

Salary compression is very severe. We are now hiring assistant professors at 80% the salary of full professors who have been at USC for 25 years. Most of the associate professors are paid more than some full professors. In my own case my salary has increased in constant dollars only by 50% since 1984.

16 Units are always much better off when things are made transparent.

17 Thanks for asking.

18 The current budget system seems to interfere with coordinated and cooperative activities. It is very difficult to fund such activities as the budget system seems to pit different units in competition with each other for funding. It is not clear that with the current budgeting system the best pedagogical practices for either graduates or undergraduates are encouraged. This is not simply the problem of limited resources, but that our system often seems to discourage effective pedagogy particularly in cases where shared resources could make a significant difference.

19 We required more open communication - and input

20 No

21 Yes. Demand complete transparency in all university accounting. ALL OF IT. We had a bad situation in my research grant, an umbrella grant serving several faculty. After many years of complaints, I succeeded in forcing the issue on budget transparency. Guess what? Things have improved! So the moral is that it can be done. Don't give up.

22

The university could save some money on its utilities bill by transferring the cost to the users (initially departments and later specific laboratories with high utility usage). Today there are no incentives for anyone to avoid wasting electricity, steam, or water. Implementing incentives for this purpose will pay off: USC might receive financial support from the federal government to do this, and USC will stand out from other universities by being a model for a "green campus". Certainly a study of how to implement these ideas would be useful.

23 See my earlier comment about the lack of attention (and funding) given to academic space, particularly classrooms.

24

Cutting faculty positions should be considered only as an absolute last resort; such decisions hurt the quality of our programs in a very real way, for years to come. The determination of our dean to force such cuts, and the unwillingness of the president and provost to seriously consider letters of protest and petitions addressed to them by the students, contributed in large measure to the cynicism I feel about our university administration at virtually every level above that of the program I teach in.

25 Thank you for conducting the survey.

26 Is there a way to show/see how Innovista has affected budgeting of faculty salaries, custodial services and the like?

27 no

28 No

29 Our Department is Autocratic and budgets are like CIA secrets.

30 Back to the basics: Education first, then research and scholarly activities. Stop wasting money on Innovista The first priority is to NOT waste taxpayers money... Stop pet projects: why we have a new dance school when i can't get my lab running after over 2 years is beyond me!

31

I understand that the State of SC has cut funds to the University. But faculty and the public see that we are spending money on unnecessary things and giving students a less effective learning environment. Undergraduate class sizes have become too large. Minimum enrollments for graduate classes are also too high. The classrooms in which I teach have virtually no modern technology. These are budget decisions that affect the intellectual integrity of our University. Let's make students and learning more of a priority.

32

there are too many people in the sociology department who are underpaid relative to their contributions

33

As it is a public institution, the university should do a better job publicizing budgetary information. Using a well-known example, although salaries above \$50,000 are published every year, I think it would be more enlightening if contrasted with the salaries that are below that level. I also think that the information ought to be presented on the university's Web site rather than wait for the local paper to present it every year in the manner of an expose. I think in a democracy, our public institutions have an obligation to be more open in at least certain aspects of budgetary decisions. My critiques here are not meant to target any particular administrator or program, and the fact that the Faculty Budget Committee is asking for this information is encouraging.

34

Innovista and the natural tendency to "follow the money" has drained funding and attention from the humanities. We are used to doing the best with less, but at some point, legislators need leaders to help them understand that the humanities also contribute essentially to the mission of the university and the state, and need and deserve their support too--in both the classroom and in research.

35

I believe a major emphasis in the coming years MUST be upon faculty hiring most especially at the senior level. I cannot stress this enough for the well-being and continued growth of the university.

36

why does the university talk green but then does not truly USE the green philosophy to UNDER CUT its expenses!!! Install motion sensitive light switches in all the rooms and hallways!! Stop outsourcing to large national companies (services like food, the intervista project, etc) and start using LOCAL even IN HOUSE UNIVERSITY assets (its "expert" faculty and their students!).

37

Everyone could function in the short term with budget cuts, increased work loads, and short staffing. However, it is impacting morale significantly and decisions will have to be made on the importance of what staff actually do. If cannot all remain the same. As each unit/office is cut, it shifts work back to other units and at some point, it just cannot all get accomplished. Decisions must be made not only on what staff will remain cut, but what, from that job description, will also be removed.

38

Conveying budgetary issues from the dean to the chairs does not work well - - chairs are singularly bad at conveying that info to the faculty

39

What I would like to know is what impact you as faculty committee members have on the establishment of priorities at the university. I say this with the view that I think the faculty should have impact in the decisions concerning priorities of the university.

40

The contract and grant accounting operation needs to be substantially updated so that researchers can more accurately monitor their grants.

Are you:

Other (please specify)

1 Staff with faculty status