

School of Education Ad Hoc Budget Committee Recommendations  
March 2, 2011

We understand that the University and the School of Education will be asked to make difficult spending decisions in the next biennium. We recognize and value the significant contributions made by our faculty and staff and urge proposed future reduction strategies to identify and maintain this excellence. We understand that approximately 95% of our current spending on our general program revenue allocation (Fund 101) is allocated to salaries for faculty, staff and graduate assistants and that creative solutions will have to be explored.

The committee would like to recommend principles for the School's budget allocation decisions that would be used by departments, programs, units and the administration. These principles will allow the School to make strategic spending decisions in consultation with each department, program, and unit.

**General Principles for School of Education 101 Budget Allocation Decisions:**

- Maintain the national and international reputation of the School of Education and its units
- Maintain programs and services that have a recent history of **stable** funding and a focus that aligns with the UW and SoE **strategic** priorities

**Spending & Reduction Principles:**

- **Maintain** academic and research **excellence** (short and long term)
- Minimize cuts to areas that would be difficult to rebuild
- Maintain programs and service that are **essential** as opposed to **useful** (but not essential)
- Consider the impact that a service/unit/department has on serving the SoE and the UW campus
- **Find efficiencies** – consolidate, share, reorganize - look for unnecessary redundancies
- Infuse technology where possible to realize efficiencies and improve service/program delivery
- Maintain a focus on the Wisconsin Idea/Outreach

**Recommended Policy Affirmations:**

- Resignations/Retirements – FTE and dollars are returned to the School/Dean and departments/units submit proposals to the Dean/designee to hire on that line.
- Proposals are made to the Dean/designee to specify how buy-out dollars and salary savings will be used with the understanding that the priorities are to: 1) cover the instruction, 2) cover the mortgage/required savings, 3) to support to the faculty member with the buy-out funds, and 4) further the strategic direction of the department.

### Recommended Areas for Review:

- Explore alternate funding sources:
  - Guidelines for SoE 136 (revenue producing units) – should revenues beyond the cost of operations go to the SoE to support operations and strategic initiatives
  - 150 – Capital expenditure/Indirect Cost funds – overhead allocation from the campus generated by federal research grants and contracts. Consider the allocation of these funds for SoE research support to strengthen this revenue stream.
  - WiCEPS – Wisconsin Center for Education Products and Services – independent 501c3 developed to market SoE (and University) products. Specify how the revenue will support the SoE in future years.
  - Professorships – gifts/grants. Consider this a priority for our development efforts.
  - PAs on fund 101 (the tuition remission cost is now \$8,000).
  
- Essential or Useful
  - Is the service/program essential to our national and international reputation for outstanding research and scholarship?
  - Is the program offered by another School/College on campus or within the UW System?  
Is the market large enough to sustain multiple programs?
  - Does the program or service help the SoE to recruit and retain excellent and diverse faculty, staff and students?
  - If a service/program is deferred, could it be rebuilt easily in the future?
  - Does the campus organizational structure expect the SoE to provide the service for the School and its units?
  - If a program or service is deemed essential, identify and explore possible **efficiencies**. Is there a central campus unit or third-party vendor that can serve the need? Can they deliver the full complement of needs in the area in an efficient and thorough manner?
  
- We understand that campus funding to the School of Education may follow credit delivery in the future. For this reason, the committee recommends that the School review class sizes, faculty load and course release policies, and to determine measures for accountability once the degree programs, number of courses and course release policies are clarified to maintain the integrity of the programs and to maximize impact.
- Supplies and Expenses – can these costs be reduced by shared services and equipment?
- Examine new initiatives to determine if they can be deferred at this time. Do they have financial stability and adequate staffing and support from faculty and staff?
- Explore revenue producing non-credit courses/programs
- Review positions/duties in departments and units – faculty/staff/grad assistants – to be sure that there are no unnecessary redundancies
- Codify sustainable equipment replacement policies

POSSIBLE BUDGET CUT NUMBERS FOR THE SCHOOL OF EDUCATION:

1%	\$114,301
5%	\$582,933
10%	\$1,172,905
15%	\$1,828,810

Respectfully Submitted for Consideration by the Ad Hoc Budget Committee:

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