



SRI FY20 Budget Presentation for Colleges & Schools



Executive Summary

CAS continues to invest in and value student success and research productivity. CAS is prepared to play a key role in achieving the University of Memphis goal to reach Carnegie R1 status through investments in STEM doctoral students, facilities, and faculty while maintaining strong programs in the humanities and social sciences.

Accomplishments 2018-2019

- Increased degree production of 1.6% over prior year (from 1,175 to 1,194)
- SRI contribution continues to rise (FY19 budget was \$11.3M actual was \$12.6M, up from \$12.1M in FY18)
- Externally-sponsored research expenditures up 17% (from \$24.4M to \$28.6M)
- Faculty diversity shows continuing improvement: 24%/35% of 17 faculty hires for 18-19 are from underrepresented groups/women, 30%/40% of 10 hires so far for 19-20 are from underrepresented groups/women, 10 searches still in progress
- First time full time freshman 6-year graduation rates continuing to improve (F09 cohort: 54.2%, F10 cohort: 53.7%, F11 cohort: 56.1%, F12 cohort: 54.5%, F13 cohort already at 57.6% at 5-year point)



Goals & Objectives 2019-2020

- Increase UG degrees for 2020 to 950 (from 877)
- Increase first time full time freshman 6-year graduation rates to 60% (note that 5-year graduation rate for F13 cohort is 57.6% and 4-year graduation rates for F13 & F14 cohorts are 37% - up from <27.5% for prior cohorts)
- Increase doctoral headcount to 440 by 2020 (from 399 in F18): 18 Carnegie R1 fellowships awarded should help reach 420 in F19
- Increase online credit hours (Mxx/Uxx/4xx sections) from 7400 (F18) to 9000 (F20); expand course offerings in WLL, COMP, ANTH and MATH
- Increase externally-sponsored research expenditures another 15% to \$32.9M

Key Metrics - Degrees

- *Number of Degrees Awarded by College (Degree Year 2013-14 to 2017-18)*

Table 1

Number of Degrees Awarded						
Level	Degree Name	2013-14	2014-15	2015-16	2016-17	2017-18
Baccalaureate	B.S. in Chemistry	3	0	2	1	2
	Bachelor of Arts	689	708	661	652	696
	Bachelor of Science	176	163	160	194	179
	Baccalaureate Subtotal	868	871	823	847	877
Graduate Certificate	Graduate Certificate	29	33	49	33	52
Masters	Master of Arts	103	77	90	67	64
	Master of City & Regional Planning	7	17	6	8	12
	Master of Fine Arts	9	9	9	12	6
	Master of Public Admin	23	13	25	16	15
	Master of Science	73	82	83	73	73
	Master of Social Work	26	35	42	56	52
	Masters Subtotal	241	233	255	232	222
Doctoral	Doctor of Philosophy	50	47	56	63	43
Total		1,188	1,184	1,183	1,175	1,194

Key Metrics – GR Retention Rates

- *GR One-Year Retention Rates by College*

Table 2

Graduate Level One-Year, Two-Year, and Three-Year Retention Rates				
Cohort Term	Cohort N	% Retained to 2nd Fall	% Retained to 3rd Fall	% Retained to 4 th Fall
Fall 2017	1,004	89.2%		
Fall 2016	1,012	89.2%	86.8%	
Fall 2015	1,031	88.3%	85.5%	85.4%
Fall 2014	1,009	89.7%	85.1%	84.8%
Fall 2013	1,001	87.7%	85.1%	82.6%

Source: [OIR Deans Dashboard](#)

Key Metrics – FTFR Graduation Rates by Latest Major

- Six year Graduation Rate by College (First Time Full-Time Freshman Cohort, Fall 2009 – Fall 2012, latest major)*

Table 4

6 Year Graduation Rates (First Time Full Time Freshmen). By Latest Major Declared**		
Cohort Term	Cohort N	6 Year Grad Rate
Fall 2012	521	54.5%
Fall 2011	642	56.1%
Fall 2010	614	53.7%
Fall 2009	600	54.2%

**Student was in a FTFR Cohort and their latest major in Banner is in the college.

Key Metrics – Enrollment and Credit Hours Trends

- *Enrollment by College of Major (Fall 2015 - Fall 2018)*
- *Credit Hours Attempted by College of Major (Fall 2015 – Fall 2018)*

Table 5

Fall Enrollment Trends - Headcount			
Cohort Term	UG	GR	Total
Fall 2018	4,037	1,017	5,054
Fall 2017	3,561	1,004	4,565
Fall 2016	3,690	1,012	4,702
Fall 2015	3,833	1,031	4,864

Table 6

Fall Enrollment Trends -Credit Hours Attempted by Majors in College/School			
Cohort Term	UG	GR	Total
Fall 2018	52,169	7,860	60,029
Fall 2017	44,610	7,798	52,408
Fall 2016	45,922	7,971	53,893
Fall 2015	47,423	8,090	55,513

Source: [OIR Deans Dashboard](#)

Key Metrics – Teaching Activity

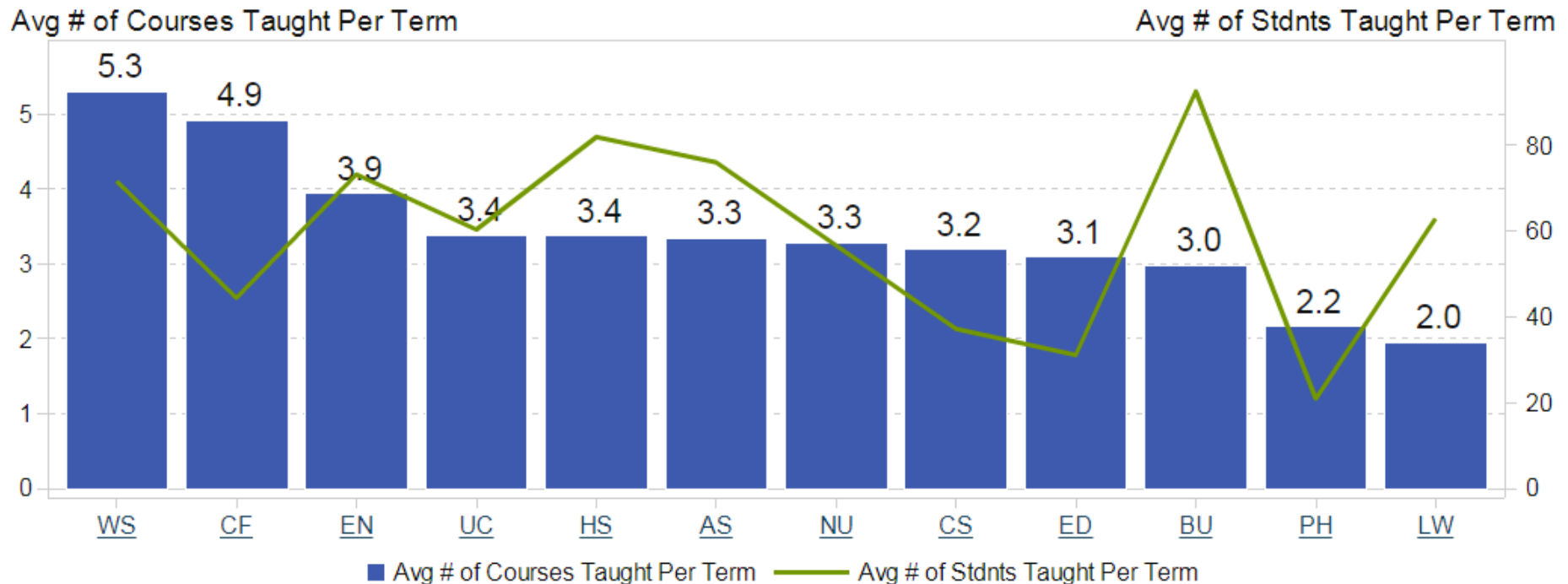
- Enrollments in College/School, Enrollments by Major in College/School, Total # of Course Sections Taught, # of Faculty/Instructors, Avg. number of courses/students taught by faculty, Total Credit Hours Instructed by College/School (full time vs part time)*

Table 7 *Refer to Appendix for College/School individual faculty teaching loads/student enrollment data*

Fall Teaching Activity (1 st and 2 nd Parts of Term)								
		Course Enrollment	Course Enrollment by Majors in College	Unique Course Sections taught	# of Faculty /Instructors	Avg.# of Courses Taught Per Term	Avg. # of Students Taught Per Term	Total Credit Hours Instructed in College
2018	Total	40,789	9,179	1,913	633	3.0	64.3	113,367
	Full Time	27,431	7,377	1,366	365	3.7	75.2	76,468
	Part Time	13,358	1,802	547	268	2.0	49.7	36,899
2017	Total	42,047	8,869	1,904	649	2.9	64.7	116,912
	Full Time	28,657	6,991	1,335	365	3.7	78.5	80,573
	Part Time	13,390	1,878	569	284	2.0	47.0	36,339
2016	Total	42,257	8,953	1,876	620	3.0	68.0	117,303
	Full Time	28,288	7,131	1,299	349	3.7	81.1	79,787
	Part Time	13,969	1,822	577	271	2.1	51.4	37,516
2015	Total	40,679	8,884	1,917	642	3.0	63.3	113,203
	Full Time	27,082	6,882	1,343	351	3.8	77.2	76,267
	Part Time	13,597	2,002	574	291	2.0	46.6	36,936

Key Metrics – Teaching Activity

Fall 2018 Full Time Faculty: Average # of Courses and Students Taught Per Term



*Excludes Dissertation/Thesis courses

Key Metrics - Low Enrollment Courses (UG)

UG Conventional/Web/Hybrid Sections with Less than 10 Students

Academic Year	UG Course Sections	UG Course Sections Under 10 Students	% UG Course Sections Under 10 Students	# of Faculty/Instructors Teaching Sections with <10 UG Students
2017-18	2,627	330	12.6%	162
2016-17	2,584	318	12.3%	142
2015-16	2,568	315	12.3%	157
2014-15	2,638	326	12.4%	158
2013-14	2,624	284	10.8%	146

Lower Division UG Conventional/Web/Hybrid Sections with Less than 20 Students

Academic Year	UG Lower Div Course Sections	UG Lower Div Course Sections Under 20 Students	% UG Lower Div Course Sections Under 20 Students	# of Faculty/Instructors Teaching Lower Div Sections with <20 UG Students
2017-18	1,700	472	27.8%	200
2016-17	1,655	450	27.2%	178
2015-16	1,636	472	28.9%	193
2014-15	1,685	493	29.3%	202
2013-14	1,719	516	30.0%	221

F2018 Low Enrollment Course Breakdown

Breakdown of CAS Courses with 10 or fewer students						
Fall 2018 Term	2146 total sections					
Breakdown: 10 or fewer students						
	# sections	% of total sections				
Extended programs	53	2.5				
Lambuth	37	1.7				
TN eCampus	9	0.4				
Remainder	884	41.2				
Remainder Breakdown	# sections	% of total sections				
Web	27	1.3				
IND	252	11.7				
PRA	117	5.5				
Thesis/DIS	254	11.8				
Hybrid	7	0.3				
Conventional	227	10.6				
Conventional Breakdown	Total	1xxx	2xxx	3xxx	4xxx/6xxx	7xxx/8xxx
AERO	5		3	2		
ANTH	4		1		1	2
BIOL	27				4	23
CHEM	11	2		2	6	1
PLAN	7			1	2	4
COMP	10	2			4	4
CJUS	4				2	2
ESCI	13	1	1	1	4	6
CERI	15					15
ENGL	22	2			2	18
HIST	15				5	10
MATH	16				1	15
Military Science	5			3	2	
Naval Science	6		1	1	4	
PHIL	5				1	4
Physics	5		1	2	2	
POLS	1					1
PSYC	20			1		19
PADM	2					2
SWRK	4			2		
SOCI	4					4
WDLL	26	2	5	7	9	3
Totals by level		9	12	22	49	133
% of total sections		0.4	0.6	1.0	2.3	6.2

Note: This analysis provided after budget hearings per request of Dr. Rudd.

Key Metrics – Low Enrollment Courses (Graduate)

GR Conventional/Web/Hybrid Sections with Less than 7 Students

Academic Year	GR Course Sections	Gr Course Sections Under 7 Students	% GR Course Sections Under 7 Students	# of Faculty/Instructors Teaching Sections with <7 GR Students
2017-18	352	98	27.8%	73
2016-17	324	65	20.1%	52
2015-16	324	87	26.9%	64
2014-15	334	94	28.1%	73
2013-14	346	108	31.2%	84

Key Metrics – Teaching Activity (Course Releases)

*Provide justification for faculty with **less than a 2-2** teaching load/distribution for **AY17-AY19** (Fall/Spring only)*

		COURSES TAUGHT (per semester)						
Faculty Number (Percent)*	College of Instruction	2016-17		2017-18		2018-19		Justification for Course Release
		F	S	F	S	F	S	Most common reasons
21 (13%)								Chair/director
24 (15%)								PDA/parental/medical leave
25 (15%)								New hire startup commitment
17 (10%)								Buyout/research commitment
17 (10%)								Error (research faculty, three 4-credit courses=2/2, team-teaching...)

*Complete list by name provided as separate Excel file

Key Metrics

Research Productivity (External Funding)

<u>Fiscal Year</u>	<u>#of Proposals Submitted</u>	<u>#of Proposals Awarded</u>	<u>Sponsored Research Expenditures</u>	<u>Totals Dollars Awarded</u>
FY16	132	118	\$22,964,211	\$13,445,973
FY17	256	106	\$24,360,907	\$24,698,568*
FY18	214	83	\$28,559,839	\$15,920,620

* Skewed by \$9M multi-year award all counted in FY17

Challenges

- Carnegie R1 challenge
 - STEM graduate program growth will need to be accompanied by STEM faculty growth: interdisciplinary cluster hires will provide competitive advantage in external funding
 - Very competitive market for hiring in Computer Science
 - Non-STEM programs need to be maintained and supported (and in some cases expanded) while investing in STEM areas
- Space
 - Hayden Hall a perpetual problem for ROTC programs
 - Interdisciplinary research space may promote thinking toward research clusters (NIH C03 grant application a model to consider even if not awarded)



Major Initiatives

➤ Student-Related Priorities and Initiatives

- Review peer mentoring (What is already in place in learning communities? Can it be integrated into pre-health learning community? What success is HAAMI showing?) and coordinate plans with Dr. Weddle-West to avoid duplication of effort
- Expand Career Development Classroom Integration: CHEM1111 laboratories test bed for guiding students to develop resumes that reflect skills learned in laboratory courses
- MOU arrangements for 3+1 pathways into health science and from international partner programs – recruitment tools

➤ Research Support Initiatives

➤ Recent Initiatives

- Program Officer Networking Travel (IDCR)
- Research Instrumentation Cost Sharing (now IDCR, formerly one-time): Three-year CAS investment of \$346,520 helped departments purchase \$502,781 in research equipment

➤ Ongoing Initiatives

- Professional Development Award (PDA) program
- Faculty Research Grant (FRG) program
- MOCH Fellowship
- Travel Enrichment program



Budget

➤ Budget Information

- Base Budget History

	FY17	FY18	FY19
Base Budget (Source FYBR019)	Base Budget	Base Budget	Base Budget
110001 E&G (w/o benefits)	\$ 34,113,052	\$ 35,297,623	\$ 36,222,062
126400 (UM Online)	\$ 1,859,900	\$ 2,284,900	\$ 2,761,500
126XXX (Academic Course Fees)	\$ -	\$ -	\$ -
1145XX (Chair of Excellence)	\$ 1,000,192	\$ 1,026,298	\$ 1,042,639

- Number of Limited Positions

FY19 Funded Limited Positions		
	Amount Funded	Number of Positions
Faculty		
E&G	\$ 1,869,055.00	41
UM Online	\$ 92,609.00	2
UMF Support	\$ -	0
IDCR	\$ -	0
Acad Course Fees	\$ -	0
Staff		
E&G	\$ 354,081.00	7
UM Online	\$ -	0
UMF Support	\$ -	0
IDCR	\$ -	0
Acad Course Fees	\$ -	0
Grand Total	\$ 2,315,745.00	50



Budget

➤ Budget Information

- Number of Base Funded Positions Filled vs Unfilled

FY19 Base Positions					
	Number Filled	Position Budget Total	Number Unfilled	Position Budget Total	
Faculty					
E&G	322	\$ 24,992,258.00	19	\$ 1,408,761.00	
UM Online	3	\$ 140,210.00	0	\$ -	
UMF Support	1	\$ 49,067.00	2	\$ 88,565.00	
Chair of Excellence	6	\$ 1,159,882.00	0	\$ -	
Center of Excellence	14	\$ 1,397,555.00	4	\$ 185,872.00	
Faculty	346	\$ 27,738,972.00	25	\$ 1,683,198.00	
Staff					
E&G	70.5	\$ 2,944,237.00	6.5	\$ 299,820.00	
UM Online	0	\$ -	0.5	\$ 14,000.00	
UMF Support	5	\$ 188,688.00	2	\$ 71,001.00	
Chair of Excellence	1	\$ 50,757.00	0	\$ -	
Center of Excellence	17.5	\$ 1,177,857.00	3	\$ 141,836.00	
Staff	94	\$ 4,361,539.00	12	\$ 526,657.00	
Grand Total	440	\$ 32,100,511.00	37	\$ 2,209,855.00	



Budget

➤ Budget Information

- FY20 Plans for faculty lapse use

FY19 Faculty Lapse

Department		Estimated Faculty Lapse	Proposed Use of Lapse
Political Science	\$	64,360.00	Limited Positions, GA Assistantships, StartUp
Criminology & Criminal Justice	\$	60,878.00	Limited Positions, GA Assistantships, StartUp
	\$	125,238.00	



Budget

➤ Budget Information

- Carry forward for FY16, FY17, and FY18 and Estimated Carry Forward for FY19

	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19 (est.)</u>
Carry Forward Balances				
110001 E&G	\$ 3,252,181.00	\$ 3,845,450.00	\$ 4,146,464.00	\$ 3,814,909.00
126400 (UM Online)	\$ 1,865,454.00	\$ 2,297,757.00	\$ 2,111,243.00	\$ 2,062,295.00
126XXX (Academic Course Fees)	\$ -	\$ -	\$ -	
114000 (IDCR)	\$ 1,437,147.00	\$ 1,204,605.00	\$ 1,163,050.00	\$ 1,383,420.00
1145XX (Cost Share)	\$ 498,617.00	\$ 274,864.00	\$ 237,961.00	\$ 74,998.00

Carry Forward FY19 Commitments

- | | |
|----------------------------|--------------------------------------|
| 1) Faculty Start-up | 4) Equipment |
| 2) Limited Positions | 5) Essential Departmental Operations |
| 3) Graduate Assistantships | 6) Faculty Development |

- Number of Adjuncts and Part Time Instructional Costs for AY16-AY19

	<u>AY16</u>	<u>AY17</u>	<u>AY18</u>	<u>AY19</u>
College Expense	\$ 559,960.00	\$ 758,260.00	\$ 865,439.00	\$ 788,645.00
Department Expense	\$ 155,530.00	\$ 215,200.00	\$ 221,888.00	\$ 288,311.00
Extended Programs Expense	\$ 139,640.00	\$ 188,750.00	\$ 183,903.00	\$ 165,140.00
Total Part Time Instruction Cost	\$ 855,130.00	\$ 1,162,210.00	\$ 1,271,230.00	\$ 1,242,096.00
Number of Adjuncts	339	356	355	348
Average # of Students taught by Adjuncts	42	46	44	44
Average # of Students taught by Faculty	76	78	76	72



Budget

➤ Budget Information

AY20 Start Up Commitments

AY20 Faculty Start Up Commitments			
Department	AY 20 Start Up Commitments	Position #	Title
Anthropology	\$ 2,500.00	001827	Assistant Professor
Anthropology	\$ 2,000.00	002399	Assistant Professor
Anthropology	\$ 2,000.00	016149	Assistant Professor
Biology	\$ 85,000.00	002347	Assistant Professor
Chemistry	\$ 106,225.00	001640	Assistant Professor
Chemistry	\$ 31,000.00	003228	Associate Professor
Computer Science	\$ 41,667.00	020587	Assistant Professor
Computer Science	\$ 41,667.00	003272	Assistant Professor
Computer Science	\$ 41,667.00	002792	Assistant Professor
English	\$ 500.00	002677	Assistant Professor
English	\$ 500.00	001442	Assistant Professor
Physics	\$ 56,000.00	002293	Assistant Professor
City & Regional Planning	\$ 3,333.00	011933	Assistant Professor
Psychology	\$ 25,000.00	002294	Assistant Professor
Psychology	\$ 16,000.00	001609	Assistant Professor
Sociology	\$ 2,500.00	002907	Assistant Professor
Sociology	\$ 3,000.00	020614	Assistant Professor
Social Work	\$ 1,500.00	018303	Assistant Professor
Social Work	\$ 1,500.00	020589	Assistant Professor
Funds Needed	\$ 463,559.00	**NOTE: Amount does not include searches currently in process**	



Prior Year Budget Allocations

If you received a FY19 budget allocation, please indicate how the allocation(s) was utilized and/or benefited the Unit (*include source of allocation e.g. either Central and/or Provost*)

FY19 Allocation

<u>Source of Funding</u>	<u>Amount</u>	<u>How Allocation(s) was utilized and/or benefited the Unit</u>
Central (Base Funds)	\$190,000	Two Full time Faculty in Computer Science
Central (One Time Funds)	\$260,000	Instructors (to cover additional enrollment)
Provost (One Time Funds)	\$150,727	Legislative Internship Operating Budget



Budget Requests

➤ Base Budget Requests (Prioritize)

FY20 Base Budget Requests		Justification of Request
1. CAS Lapse Credit Distribution	\$ 634,063	Allows us to replace key faculty positions lost in cuts
2. Computer Science Faculty	\$ 100,000	Carnegie R1 Doctoral mentoring, external funding
3. Chemistry Faculty	\$ 65,000	Carnegie R1 Doctoral mentoring
4. Social Work Faculty	\$ 65,000	Revenue-generating new doctoral program, external funding
5. Psychology Faculty	\$ 163,287	Base funding for A. Meyers
6. Social Work Instructor Coordinator	\$ 50,000	Limited to Base position
7. Criminal Justice Instructor Coordinator	\$ 48,480	Limited to Base position
8. English Instructor	\$ 40,000	Limited to Base position
9. Chemistry Instructor Coordinator	\$ 50,000	Increase graduation rates and maintain enrollments
10. Computer Science Instructor	\$ 58,980	Increase graduation rates and maintain enrollments
Total Requests	\$ 1,274,810	



Budget Requests

➤ One Time Requests

FY20 One Time Budget Requests		Justification of Request
1. Computer Science room renovation DH314	\$ 37,000	Office space for new faculty in Computer Science
2. Dasgupta Research Asst Professor	\$ 62,000	Continued external funding, faculty retention, Carnegie R1
3. Social Work Instructor Coordinator	\$ 50,000	To continue supporting enrollment and student success
4. English Instructor	\$ 40,000	Reduce need for part-time instructors and improve student success
5. Anthropology Instructor	\$ 51,400	Reduce need for part-time instructors and improve student success
6. Earth Sciences Visting Asst Professor	\$ 50,000	Reduce need for part-time instructors and improve student success
7. English Instructor	\$ 40,000	Reduce need for part-time instructors and improve student success
8. World Languages Instructor	\$ 43,244	Reduce need for part-time instructors and improve student success
9. English Instructor	\$ 40,000	Reduce need for part-time instructors and improve student success
Total Requests	\$ 413,644	

Proposed Upcoming Strategic Investments FY21/FY22

- Tenure-track lines and graduate assistantship funds will be needed to support new doctoral programs
 - Physics PhD expected to launch either F20 or S21
 - Social Work DSW expected to launch F20 (projected need of three new positions by FY22)
- Cluster hires in several departments focused around an interdisciplinary research theme (particularly linking STEM+other disciplines) will be important contributors to reaching and maintaining Carnegie R1 status
- NIH Biomedical Research Facility proposal (if awarded) will necessitate not only acquisition of non-federal share but also investment in research staff and instrumentation

New Budget Allocation for FY20



Dear Colleague:

Thank you for the FY20 Arts & Sciences Budget Presentation. The SRI Executive Leadership team (President Rudd, Provost Nenon, and CFO Raaj Kurapati) has completed the review of all Academic budget presentations. After careful consideration of the requests received through the SRI process, alignment of such with the University Strategic Initiatives and available resources, the following FY20 budget allocations were approved for the College of Arts & Sciences (at the maximum amount) allocated for each. Actual funding transferred will be at actual need or salaries and adjusted for hiring dates:

Request	Base	One Time
Computer Science Faculty	100,000	
Dasgupta Research Asst Professor		62,000

If you have any questions, please feel free to contact us regarding the allocation decisions and again, thank you for participation in the FY20 SRI Budget process.

Cordially,

Raaj Kurapati
Executive Vice President for Business and Finance &
Chief Financial Officer