

# Resource Planning and Institutional Culture

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# Goals/Outline

- To discuss the systemic, political and human ramifications of new approaches to resource allocation.
- To reflect on the impact of fiscal constraints, transparency, accountability, and investment in resource planning as a way to increase departments' abilities to succeed.

# My Story

- But first...
  - Reasons driving changes in resource allocation
  - Model adopted/developed and process
  - Challenges for chairs and deans
  - Positive and unexpected outcomes

This is my story...



# Reasons driving changes in resource allocation...

- The unit (College) was overspending its resource allocation, not meeting fiscal/efficiency goals, and using vacant faculty lines to make ends meet.
- The new dean needed to solve this problem, and quickly. At the end of her first year, a \$250,000 deficit was projected and realized.
- The new dean inherited a resource allocation situation that was not transparent and didn't appear to be fair.

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# Process to develop new model and results...

- New dean stated commitment to transparency and fairness.
- Chairs stated commitment to make the new dean push back on the Provost for a more fair resource allocation model.
- Provost stated commitment to make the new dean push back on the chairs and prove that there really needed to be a change in the resource allocation model.

This is my story...





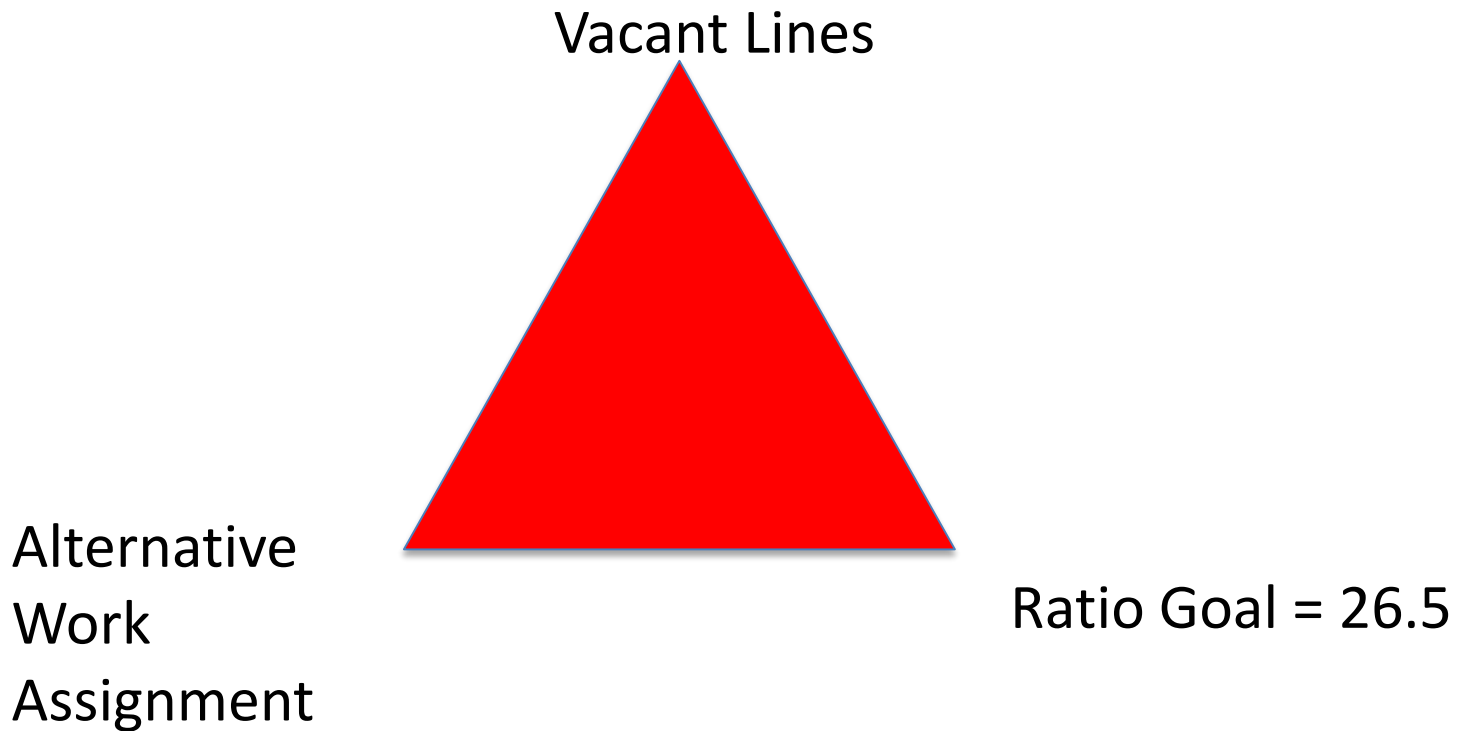
# Here is the model that we were working with...

- The Academic Year Model (AYM) provided each college with a number of faculty lines, a SCH/FCH Ratio Target, and and AWA allocation. The AYM determined the budget for the number of temporary faculty.
  - Ratio Target = Student Credit Hours/Faculty Contact Hours
  - AWA = Alternative Work Assignment (Faculty Released Time)
  - A full faculty workload is 12 contact hours per semester.

# The Resource Model Inherited - The AYM Triangle

- Ratio Target
  - The CAS Dean inherited a Ratio Target of 26.5 and a College that never met or exceeded the target.
- AWA Allocation (Alternative Work Assignment)
  - The CAS Dean inherited an AWA Allocation that did not consider the number of programs in CAS and the need for release time for directors.
- Vacant Lines
  - The CAS Dean inherited 45 vacant tenure-track faculty lines and about 240 filled tenure-track faculty lines.

# The Resource Model Inherited - The AYM Triangle



# The AYM Triangle – in the red, not enough funding for the temporary faculty being hired

- Ratio Target
  - Not Met
- AWA Usage
  - Exceeded Allocation
- Vacant Lines
  - Locked – Tenure-Track hires not possible

# Dean's Strategy – Teach the chairs how the AYM worked and ask for their feedback to push back on the Provost.

- Ratio Target
  - Is the Ratio Target of 26.5 unattainable or is it fair?
- AWA Allocation
  - Is the AWA Allocation fair and reasonable?
- Vacant Lines
  - The College can not move ahead if unable to hire tenure-track faculty. Is this what we want/need?

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# Dean's Strategy – Create incentive for meeting Ratio Target

- Ratio Target
  - Is the Ratio Target of 26.5 unattainable or is it fair?
  - Many classes are capped at enrollments less than 26.5 (labs, writing, etc...)
  - Therefore, we would need to offer classes at greater than 26.5.
  - Provided reward for all classes offered at enrollment of 30 and above. Point system.

# Dean's Strategy – Develop a model for AWA Allocation based on incentive model and other factors.

- AWA Allocation
  - Use an iterative process with chairs to develop model.
  - Base model on measures such as SCHs generated, number of faculty, number of students in programs, special programs, as well as incentive for offering classes of enrollments greater than 30.



# Results – Everything moved from red to black.

- Ratio Target
  - College exceeded 26.5 with incentive model (Hit 29.3). Savings used to fund competitive grants to support strategic initiatives
- AWA Allocation
  - Now within the constraints of the budget – transparent, most regard to be fair and reasonable. Departments have some discretion.
- Vacant Lines
  - Now unlocked. The college can move ahead with hires.

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# Challenges for chairs and dean

- A new way of thinking that benefits the college as a whole
- Teaching and Learning about the model
- Communications regarding the model
- Mentoring to show chairs that it is possible to achieve goals.

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# Positive and unexpected outcomes

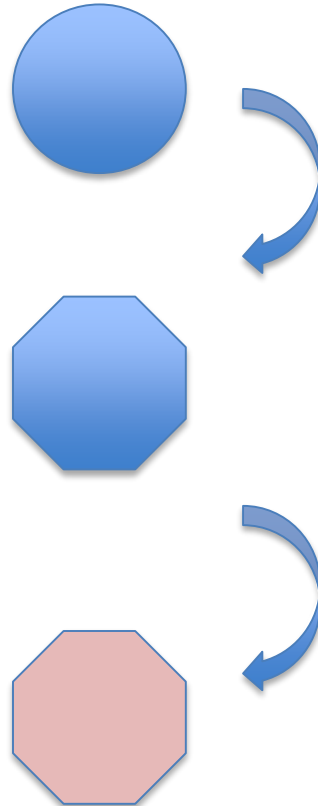
- We revisit model every year and after year 2, no substantive changes to the model have been suggested. It seems to work for most everyone!
- Savings generated provided substantial resources to invest in strategic initiatives.
- President asked for a new budget model for the university that would have similar elements – based on data, contains incentive, easy to understand
- Provost developed as similar model for the Academic Affairs Division

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# Take Away Message: Allow Leaders to Lead at Every Level

Provost's Model provides Base and Discretionary that expresses Division's values/goals.



Dean has discretion to modify Provost's model that expresses Dean's values/goals.

Chair has discretion to modify Dean's model that expresses Department's values/goals.

The Result carries each leader's imprint.