University of Oregon Academic Allocation Model

Handbook

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Part 1. Introduction

As of fiscal year 2019 (July 1, 2018-June 30, 2019) the University of Oregon will provide *general fund* allocations to Schools and Colleges using the methods described in this manual. We will no longer maintain the formulas of the previous Oregon Budget Model. This Handbook, which outlines the new allocation processes in detail, was written primarily for the Deans of the eight Schools and Colleges, their Associate Deans, and their staff.

This manual describes the methods by which general funds are allocated to Schools and Colleges. It does not address the internal budget and allocation methods of the Schools and Colleges with respect to their departments and programs. It is the responsibility of each unit to create a budget based on their operating allocation.

Each School and College will be given a single <u>operating allocation</u> for the fiscal year; that allocation will be funded through several components. In general, these funds can be used for any purpose, with the only restriction related to funds provided for the support of graduate employees. Funds provided for the support of tenure track faculty must support the college's commitments to their tenure track faculty, but salary saving from these positions will be available for use at the discretion of the Dean. In addition to the operating allocation, Schools and Colleges typically have carry-forward funds available, a balance of allocation from previous years that has not yet been expended.

The <u>operating allocation</u> is the sum of the following:

a) Tenure-Track Faculty Base (TTF BASE) Allocation: An allocation that is always more than sufficient to cover the total base salary and OPE of all tenure-related faculty in the unit. At the discretion of the Dean, these funds may be utilized for any type of general fund expense.
b) Graduate Employee Base (GE BASE) Allocation: An allocation to support the salary, insurance and fees for a specific number of Graduate Employee (GE) appointments (by academic year term).
c) Graduate/Differential Tuition (GRADUATE/DIFFERENTIAL TUITION) Allocation: 100% of any academic year graduate tuition or undergraduate differential tuition generated by the unit, less a fixed TUITION HOLDBACK. TUITION HOLDBACK is a lump sum that grows each year based on salary inflation, shared expenses related to graduate programs, and conversations between the Provost and individual Deans..
d) Summer Session (SUMMER) Allocation: An allocation of summer session revenue based on undergraduate and graduate student credit hours
e) General Operations Allocation (GOA): The General Operations Allocation, a lump sum allocation.
f) Short-term Program Investment Allocation: An allocation to seed new programs, build strength in programs, or help programs through difficult, short-term adverse market or financial conditions.

Each of these allocation components will be described in detail in the next section, together with the process by which the component might change from year to year.

The office of the Executive Vice Provost for Academic Operations will work closely with the Chief Financial Officers (CFOs) of the various Schools and Colleges, as well as the Deans, to design and utilize tools for tracking and projecting expenditures in accordance with the allocation. This coordination of efforts will help avoid unexpected budget shortfalls in the units. In addition, both the EVP for Academic Operations and the Vice President for Finance and Administration will meet with School and College leadership quarterly.

Finally, it will become apparent in the following pages that this allocation model is designed to automatically, and carefully, account for cost increases related to two components of the School and College labor force: tenure track faculty (base salaries and OPE) and Graduate Employees (salary, insurance fees and OPE). However, the model does not automatically account for any other cost increases. This is not to say that units will be solely responsible for those cost increases, simply that they are not automatic. It will be critical for each School or College to closely monitor and project expenses, using the tools that have been developed for this purpose, as well as carefully projecting graduate enrollments and graduate enrollment planning.

Part 2. Funding Allocations and Allocation Decision Processes

Each school or college's annual operating allocation will consist of the six components outlined below. Although a final, complete annual allocation will be articulated in time for the beginning budget process each year, individual components of the allocation may be determined earlier. Each allocation component will change annually and will have its own settle-up schedule, through the processes outlined below and detailed in the table on page 13.

2a. TTF BASE Allocation

The TTF BASE ***salary*** for a School or College is obtained by adding together 100% of the base 9-month salaries of all tenure related faculty members in the unit with the following exceptions:

(a) If the expected FTE of the faculty member in the upcoming year is 0, then the faculty member's salary is replaced by 100% of the most currently available average AAU salary of an assistant professor for that faculty member's home department or program.
(b) If the faculty member is on the *Exclusion List* (EXCLUSION LIST), then their faculty salary is replaced by an appropriate amount as listed in the EXCLUSION LIST (e.g. a faculty member for whom a central foundation account pays all or part of the salary; a Dean; a President or Vice President).

(c) If the faculty member is retired and teaching in the TRP "600-hour" program, the faculty member's exact salary for that appointment will be included. Changes to TRP status may require settle-up in the TTF BASE allocation process.

Note: Formerly tenured faculty who are retired and beyond the 600-hour program are not considered tenure related faculty for this purpose. Faculty who were formally tenure-track but who are now on a terminal appointment are considered tenure related for this purpose.

The EXCLUSION LIST for this process is maintained by the Office of the Provost and will be updated annually. The EXCLUSION LIST will include the President and any Vice Presidents with tenured appointments, as well as a few other individuals who hold 100% appointments in administrative units, or who have their salaries paid from non-general fund sources. The EXCLUSION LIST includes the twelve Deans, with their full administrative base salaries. Being on Leave without Pay does not automatically place a faculty member on the EXCLUSION LIST.

The TTF BASE ***allocation*** is the sum of the TTF BASE salary and the appropriate blended OPE (50.8% at FY19 rates). This will automatically include the full administrative salaries of the Deans in the unit (including appropriate OPE). Note: This does not include administrative salaries of tenure-related Associate Deans, who are covered as faculty under the rules above.

Some examples:

Example 1: Professor X is on sabbatical in FY19. 100% of the TTF base salary for Professor X is included in the TTF BASE salary calculation.

Example 2: Professor X is on leave without pay for fall term but holding her regular TTF position for winter and spring. 100% of the TTF base salary for Professor X is included in the TTF BASE.

Example 3: Professor X holds a 0.5 FTE administrative position *outside* the academic unit and also continues to work at 0.5 in her academic unit as TTF. 100% of the TTF base salary for Professor X is included in the TTF BASE. Note that since Professor X is only being paid at .5 FTE by the unit, the allocation toward Professor X's salary is greater than the cost to the unit.

Example 4: Professor X holds a 0.5 FTE administrative position *inside* the academic unit and also continues to work at 0.5 in her academic position. 100% of the TTF base salary for Professor X is included in the TTF BASE. Note that in this case, the salary allocation for Professor X may be LESS than the combined salaries for Professor X's two positions within the unit. This particular case pertains to positions such as tenure-related Associate Deans and Program Directors.

Example 5: Professor X uses grant funds to pay for 0.2 of her academic year appointment. 100% of the TTF base salary for Professor X is included in the TTF BASE.

> Example 6: Professor X takes a 1.0 central administrative position. Until such time as Professor X is added to the EXCLUSION LIST, 100% of the currently available average AAU assistant professor salary, in the appropriate department or program, is included in the TTF BASE.

The TTF BASE allocation model will automatically allocate more funds to the unit than are required to meet the salary and benefit costs to cover the tenure related faculty obligations. The difference between the allocation and the actual expense to cover these salary and benefit costs is colloquially referred to as *salary savings*. It is critical to understand that these “savings” are actually already an important part of the overall allocation of the unit; in general, it will be *necessary* to use these funds to cover the costs of day to day operations of the unit. Failure to understand or manage this properly can lead to short-term or long-term financial and operational issues for the school or college. It is likely that *salary savings* will vary from year to year in a way that is not entirely predictable.

Because the difference between the TTF BASE allocation and the actual expense related to the base salaries and OPE of TTF employees may be substantial, it will be critical to maintain and frequently update projections of both the allocation and the total expected cost. This will be accomplished through a shared tool maintained by the office of the Executive Vice Provost for Academic Operations and available to all of the CFOs of the Schools and Colleges. This tool will be used to determine the actual TTF BASE allocation on or about March 15 of the year before the allocation year (e.g. March 15, 2018 for FY19 allocation). As a result of the inevitable changes that occur during a year (new hires, retirements, changes in TRP status and other unexpected separations), such an allocation will be based on a list of TTF that does not exactly match the reality of the upcoming fiscal year. This means that it will be necessary to settle up the TTF BASE allocation (both salary and OPE); such settle up will based on the same tool, on or about March 15 of the following year (e.g. March 15, 2019 for FY19 settle-up). Since the tool will be frequently updated, there should be no large-scale or unexpected settle-ups that result from this process.

Year-over-year changes in the TTF BASE are tied directly to hiring and separations of tenure related faculty. As hiring of tenure related faculty is covered by the Institutional Hiring Plan, annual changes to the allocation are also tied directly to that process.

2b. GE BASE Allocation

The GE BASE allocation supports the hiring of general fund Graduate Employees for any allowable purpose including instruction, research and administrative support. Through this allocation, the university hopes to increase the numbers of students graduating from PhD programs and to improve overall graduate student success.

For each school, college or division, we will allocate funds to support the hiring of GEs in the upcoming year by specifying for each unit a particular number of GE-terms together with a total allocation that is sufficient to pay the salary, insurance, fees and blended OPE of that many GE-term appointments at a *projected average salary*. The projected average salary is determined by inflating the current average salary per GE-term by the salary increase percentage negotiated in the GTFF collective bargaining agreement.

Due to the needs of recruiting and planning in the units, the GE BASE allocation for the upcoming fiscal year will initially be made no later than November 1 of the current fiscal year. This will determine the *number* of GE-terms to be funded and the average salary; insurance and fee numbers for each GE-term allocation will need to be updated later in the fiscal year. Deans may choose to augment this number of GEs by allocating other funding accordingly. Deans will provide allocations of the GE lines under their control to their departments and programs no later than December 1 for the following academic year.

The GE BASE is the primary *central* allocation towards the support of graduate students. But there are several other sources of support for graduate students on campus. Specifically, these include the Graduate School's fellowships for first year students, other GE lines controlled by the Graduate School, the Graduate School's Institutional Priority and Strategic Alliance (IPSA) program and the Office of the Vice President for Research and Innovation program for support of graduate students in sponsored research. Each of these programs is independent from the central budget allocation and each is subject to its own rules and processes.

GE lines may be used to fund GEs who serve as instructors, teaching assistants, graders, researchers for faculty members, or researchers on their own projects. Colleges are obliged to honor all funding commitments made to graduate students and so are limited in how GE allocations can be reduced (that is, the number of GE lines used can be reduced by awarding fewer new GE lines or by not funding students after they have exhausted their promised terms of funding. Colleges are also obligated to support first year fellowships and other Graduate School awards with additional years of funding as required by the rules of the award. In many cases these will require part of the college allocation to fulfill.

The GE BASE allocation for any unit is intended only to cover academic year appointments. Funds associated with the GE "summer sandwich" or general fund summer GE employment will remain the responsibility of the units, using whatever other funds are available.

GE BASE allocation funds are not fungible to other uses. If a unit supports a number of GE-terms that is *less* than the allocation, then they must return the funds that were allocated toward the unused GE-terms. This will be handled through an annual settle-up process at the end of the academic year. Since there are no restrictions on using GE-terms to support either faculty or student research or dissertation preparation (as long as these are assigned as GE terms), it should almost never be necessary to return unused GE-terms.

Any decision to increase the average salary or FTE of GEs beyond the funded level requires communication with the Office of the Provost. Increasing the average salary beyond this level will increase the following year's GE allocation, but that will likely cause a decrease in another part of the unit's overall general fund allocation (such as the GENERAL OPERATING ALLOCATION or the TUITION HOLDBACK). It must be understood that increasing average GE salaries faster than funded through the GE BASE allocation is a permanent commitment to shift the unit's own resources in that direction unless the Provost has agreed to help fund such a prioritization.

Some examples:

College A
Allocation: 100 GE-terms at $4,872 per term for a total GE BASE allocation of $487,200 (including salary, insurance, fees and blended OPE).
Actual Use: 95 GE-terms.
Result: The unit must return to central 5 GE-terms at $4,872 for a total of $24,360.

College B
Allocation: 100 GE-terms at $4,872 per term for a total GE BASE allocation of $487,200.
Actual Use: 102 GE-terms.
Result: The unit will need to fund salary, insurance and fees for the extra 2 GE-terms out of their other resources or resources they receive from other units on campus (such as the Graduate School).

College C
Allocation: 100 GE-terms at $4,872 per term for a total GE BASE allocation of $487,200.
Actual Use: 100 GE-terms. However, College decided to fund all of its GE appointments at .49 FTE rather than their more traditional appointment process with many .25 and .3 FTE. The resultant total expense was then $520,200.
Result: College C will need to fund the shortfall of $33,000 from its own funds. Moreover, it is critical for College C to discuss the situation with the Provost's Office to avoid a potential, unanticipated funding gap.

College D
Allocation: 100 GE-terms at $4,872 per term for a total GE BASE allocation of $487,200
Actual Use: 100 GE-terms. However, College D was able to reduce the number of instructional GE positions down to 90. The College then gave out 5 dissertation completion GE-terms to PhD students in their final year and paid for the salary, insurance and fees of an additional 5 GE's working in laboratories, who would otherwise have been supported on grants.
Result: The college has fulfilled the expectation to support 100 GE-terms and need not return any funds to central.

2c. GRADUATE/DIFFERENTIAL TUITION Allocation

Each School or College will be allocated 100% of any academic year graduate tuition or undergraduate differential tuition that is generated by that School or College, minus a TUITION

HOLDBACK. This difference is the GRADUATE/DIFFERENTIAL TUITION allocation. Graduate tuition is generated by the unit in which the graduate student holds their major. Graduate tuition is prorated for any student who has majors in two different units. Undergraduate differential tuition is, by definition, identified with a particular School or College.

The TUITION HOLDBACK will be initiated based on FY18 actual overall general fund budgets and will vary quite dramatically across the different Schools and Colleges. The initial value of the TUITION HOLDBACK was tied to the level of graduate education in the unit, measured as a percentage of the total student credit hours (SCH) generated in the unit. This was only the initial value of the HOLDBACK and the initial value did not impact the overall allocation of any School or College in the inaugural year of the model, FY19. Going forward, the TUITION HOLDBACK will not automatically vary with the level of graduate enrollment or differential tuition collected.

Going forward, the Provost will determine if the TUITION HOLDBACK will increase, annually, based on an analysis of (a) new <u>central</u> costs associated with the programs that are generating the tuition revenues and (b) the hiring of *additional* tenure line faculty (through agreement with the Provost) and (c) an inflationary percentage equal to salary increases as determined by the United Academics of the University of Oregon Collective Bargaining Agreement (CBA). The TUITION HOLDBACK can also be increased to help overall balancing of budgets.

> Example:
> This year: In College A, the TUITION HOLDBACK is currently $1,000,000 and the CBA merit and cost of living adjustment (COLA) salary increase for the next year is 3.0%.
> During the year:
> - The Dean of College A can project substantial growth in tuition revenue from a new Masters program. Based on this, the Dean negotiates with the Provost to hire one additional tenure track faculty member into the College but agrees to provide $100,000 of the total cost of that faculty member via the TUITION HOLDBACK.
> - It is determined that the graduate programs located in Portland have grown sufficiently to require the hiring of one additional central administrative position in Portland at a cost of $150,000 and College A is assessed 1/5 of the total cost of that new position.
>
> In the next year: The new TUITION HOLDBACK for College A would be $1,000,000+ $30,000+ $100,000 + $30,000 = $1,160,000.

The GRADUATE/DIFFERENTIAL TUITION allocation will be made on January 15th based on projections of student enrollments that have been thoroughly discussed with each unit. The allocation will also require a settle up process at the end of the academic year. Graduate tuition associated with required program-specific summer graduate coursework is included in this allocation. (See also the SUMMER allocation section.)

Graduate Certificates. In keeping with recent past practice, 30% of any tuition generated by a graduate student who is enrolled in an official graduate certificate program will be allocated to the School or College that offers the certificate, for any term in which the student is actively enrolled in the certificate program AND enrolled in certificate-specific courses. This allocation of funds cannot be projected with any degree of accuracy and will therefore be handled through an allocation adjustment at the end of the academic year. Historically, these allocation adjustments are very small.

2d. SUMMER Allocation

Schools and Colleges will be given a projected SUMMER allocation for any fiscal year. In a slight change from previous years, this allocation will be based on the summer enrollment activity that occurs during the summer in which the fiscal year begins. It is important to note that this will actually include an allocation for some activity that occurred in the previous fiscal year.

There are two components to the SUMMER allocation.

Undergraduate SCH: Schools and Colleges will be allocated a specific dollar amount per undergraduate student credit hour taught (referred to as the SCH margin) each summer. As of FY18 the SCH margin is $170.40. That value will be increased by the Provost periodically in response to labor cost increases and tuition increases, but the increase is not formulaic. (The SCH margin for the summer of 2019 will be no lower than $173.) This allocation is exactly the same as the previous Oregon Budget Model. Each year, on March 15, the SCH margin will be announced for the summer term that begins 15 months later, in order to allow for summer term planning.

Graduate: Graduate summer tuition is allocated by a slightly complex formula. The base tuition (by definition, the lowest graduate tuition level) for each resident and non-resident SCH taught is pooled and 100% of that pool is allocated where the SCH are taught (as opposed to where the students have their major). The remaining tuition, which represents the difference between actual tuition and base tuition, is then allocated at 100% to the unit where the student has their major. This allocation model is identical to the previous Oregon Budget Model with the exception that 90% flow through of tuition has been replaced by 100% flow through.

Exceptions: Some graduate programs include specific summer coursework and/or programming. These include, for example, the Knight Campus Internship Program, the Oregon Executive MBA and the Lundquist College of Business Sports Product Management Program. In such programs, all graduate summer tuition will flow directly to the School or College of the program (or the Knight Campus) and will be explicitly included in the GRADUATE/DIFFERENTIAL TUITION allocation instead of the SUMMER allocation. It is critical that such programs be explicitly identified and filed with the Executive Vice Provost for Academic Operations.

Settle-up for SUMMER occurs off-cycle in October.

2e. General Operations Allocation (GOA)

The General Operations Allocation (GOA) is a lump sum allocation to each school and college. It is not formulaic and requires no annual settle-up process. The GOA will be determined by the Office of the Provost by Jan 15 of the previous fiscal year. As of Fiscal Year 2019, the School and College GOAs will collectively account for approximately 18% of the total School and College recurring funding allocation.

As academic units within the University grow, build efficiencies, or contract, the funds necessary to support the operations of the unit must adjust. The TTF BASE allocation and the GRADUATE/DIFFERENTIAL TUITION allocation are both mechanisms to help financially with such changes. The GOA portion of the overall allocation system is meant to allow the Provost the discretion to slowly but surely adjust overall general fund operating allocations to appropriate levels. The GOA can also be used by the Provost for recurring strategic investments in specific units, when those investments are not tied directly to tenure related faculty.

2f. Program Investment Allocation

Program Investment is the final part of the overall funding allocation system. Program Investment allocations can take several forms:

1. A short-term central investment to help a unit launch a new program (such investments may or may not require a plan for long-term return of investment)
2. A short-term central investment to help improve the overall strength or quality of a program
3. A short-term central investment to help a unit with a financial issue such as a temporary market downturn or a phased reduction in personnel
4. Short-term hiring commitments
5. Other short-term investments

Program Investment allocations are determined by the Provost and always tied directly to conversations between the impacted Dean(s), the Provost and representatives of the Office of the Provost. Typically, a Program Investment will have a multi-year plan and occasionally, based on performance expectations, a Program Investment may partially or entirely be made permanent through adjustments to other portions of the allocation. (For example, successfully growing a new graduate program through a program investment would yield an ongoing revenue stream through the GRADUATE/DIFFERENTIAL TUITION portion of the overall allocation.)

The Program Investment Allocation will typically be determined by March 15.

Part 3. Institutional Metrics: Operational and Mission

3a. Operational Metrics

The institution has established several sets of metrics to measure operational efficiency and success in graduate and undergraduate education. In addition, Schools and Colleges will define local metrics and qualitative descriptions for measuring the impact and quality of individual departments and programs.

Within the realm of funding allocations, metrics will be used by the Provost as context for making decisions, especially within the Institutional Hiring Plan (see section 4) and annual changes to the General Operation Allocation of a School or College (see section 2e). Metrics will not be used to drive allocation formulas.

The institution has established a set of primary and secondary Operational Metrics to help measure the efficiency and productivity of the institutional instructional units. These operational metrics are not intended to measure mission quality. Instead, they provide a financial and operational context to inform important institutional decisions including, but not limited to: where to hire Tenure Track Faculty (see section 4), GE investment, appropriate instructional and staffing levels, where to expect improved efficiency and/or productivity, and where to protect existing efficiency and/or productivity.

The operational metrics are based on <u>general fund</u> dollars; they will be tracked and published as five-year time series. In general, the trends of individual metrics are more important than comparisons of metric values from one unit to another. The Operational Metrics consist of:

Primary:

1. Average TTF SCH per TTF FTE (using all academic year SCH and academic year base FTE)
2. Average NTTF SCH per NTTF FTE (using all academic year SCH and academic year FTE)
3. Number of UG majors per TTF academic year FTE
4. Other Instructional expenditures per SCH (NTTF, stipend, overload, etc.)
5. Administrative Expenditures per SCH
6. Administrative Expenditures per TTF FTE
7. All unit expenditures per SCH

Secondary:

1. Percentage of TTF course workload realized (not available at this time)
2. Academic year TTF FTE per Staff FTE
3. Total Instructional FTE per Staff FTE
4. Majors per Staff FTE
5. Average and Median UG Class Size
6. UG degrees per TTF FTE
7. Number of PhD, JD, DEd and MFA degrees per TTF FTE
8. Number of other graduate degrees per TTF FTE

For the purposes of these metrics, SCH are attributed to the unit that paid the instructor of record for the SCH. This is different from the Oregon Budget Model in which SCH flowed to the unit offering the course. The operational metrics report includes a full glossary of all terms.

3b. Mission Metrics

While this handbook outlines the operational metrics that will be used by the Provost for resource allocation, these are not the only sources of information for these decisions. The University also measurements data about undergraduate and graduate education (including how well diverse populations are served) and is developing local level data about faculty creative work, research, and scholarship. As soon as local research and scholarship measurements are available, these, too, will be used as context to make these important resource allocation decisions. For more information on the development process, see https://provost.uoregon.edu/institutional-metrics.

Part 4. Institutional Hiring Plan

The Institutional Hiring Plan (IHP) is a single plan detailing the searches for new tenure related faculty that have been authorized by the Provost. In this capacity, the IHP governs the subsequent year's tenure track faculty hiring. Indirectly, the IHP determines the TTF BASE, a critical component of the overall funding allocation for Schools and Colleges (see Section 2a above).

Each academic year, the process for determining the IHP will begin with the Provost making a call for proposals. The call for proposals will be announced in November and proposals will be due to the Office of the Provost in March. Each School and College Dean will use their own internal process to develop proposals to forward to the Provost. That process must substantively involve faculty. Each Dean must be able to articulate the faculty-driven process that was used to generate the proposals. The Provost may also solicit specific proposals from Deans to add to the process.

After proposals are collected in the Office of the Provost, the Provost will review the proposals and reduce the list of proposals to a preliminary IHP. This process will take into account:

a. Proposed positions related to negative tenure decisions or pre-tenure review
b. Proposals to continue unsuccessful searches from the current year

As part of the review of proposals, the Provost will utilize the available operational metrics and measurements of student success and research and scholarly impact (see section 2).

With the preliminary IHP in hand, the Provost will meet independently with two groups of advisors:

a. The council of Deans
b. An appointed committee of senior, tenured faculty

Each of these groups will advise the Provost on the preliminary IHP suggesting changes, additions and deletions. All final decisions on the IHP belong to the Provost, who will finalize the IHP after these meetings.

The final IHP will be announced in early May.

The IHP formalizes the role of the Provost in the hiring of tenure line faculty. At the same time, the IHP relies upon the direct engagement of faculty in the planning process, both at the local (department) level and at the institutional level (through the appointed committee).

Part 5. Annual Allocation Process Technical Information

5a. Allocation and Settle-up Calendars

For any given fiscal year, the full operating allocation for that year will be announced on or about March 15 of the previous year. However, through the various processes that determine the six different portions of the operating allocation, most of the allocation will be known far earlier. In addition, the leadership of each School or College is expected to meet with representatives of the Provost and the President (typically the Vice President for Finance and Administration and the Executive Vice Provost for Academic Operations) quarterly to discuss planning, expenditure projections, market conditions, potential program investments, staffing needs and expectations, and any other matters related to good fiscal management of the unit and the institution.

The following table outlines the expected dates on which allocations will be known

Allocation Component	Allocation Date (Steady State)	Settle-up Date	Notes	Date of Initialization
TTF BASE	March 15	March 15 of current FY	The TTF BASE should be tracked closely by the units on an annual basis using the common projection tools that were developed over the past year. This allocation and/or settle-up should never contain any surprises	March 15, 2018 CFOs already have good estimates
GE BASE	November 1 with insurance and fee updates March 15	End of Academic Year	Settle up should be very small. Nov 1 allocations will be adjusted by March 15 to account for changes in fees and insurance	November 1, 2017 with insurance and fee updates March 15
GRADUATE/ DIFFERENTIAL TUITION	Initial data on January 15 with final projection March 15	End of Academic Year	Settle-up will be projected quarterly. Determining the GRADUATE/DIFFERENTIAL TUITION allocation includes the TUITION HOLDBACK on the same timeline	In process as of February 2 for March 25 finalization
SUMMER	Initial data on January 15 with final projection March 15	October 15	The allocation is for the summer term 3 months later. We will also announce the UG SCH value for the following summer (15 months later) at the same time.	In process as of February 2 for March 25 finalization
GOA	January 15 of previous fiscal year	No settle up	Expected changes to the GOA related to negotiations with the Office of the Provost will be maintained and available	Initial allocations February 15, finalized by March 25
Program Investments	March 15	N/A	Individual agreements will specify settle-up, length of agreement, possible expectation for return of investment or other parameters. Typically, no settle-up.	
Complete Operating Allocation	March 15	See above		Initial allocation estimates February 15, finalized on March 15.

5b. Other Technical Processes

Faculty Controlled Accounts: For accuracy of expenditure projections and budgeting at the school or college level, it is imperative to clearly identify and budget for financial commitments made to faculty members. This includes ASA accounts, startup commitments, and special research support accounts provided by a unit to a faculty member in the unit, as well as any commitments made by other units, with budget transferred into the faculty member's unit. This would include such items as UMRP funds and any funds provided for Senate Leadership. All such commitments should be clearly identified by a Y activity code so the commitments to individual faculty members can be accurately tracked and expenditures can be projected.

Part 6. Related Special Processes

6a. TTF Retention

Retention offers for TTF must be approved by the Provost in writing. Proposals to offer a retention package should be sent to the EVP for Academic Affairs and copied to the EVP for Academic Operations. If a retention offer is approved, the Dean may be expected to provide some or all of the recurring funding for the retention. If the Dean is expected to provide a portion of the recurring funding, then an appropriate adjustment will be made to the unit's General Operating Allocation). Any one-time costs of a TTF retention are the responsibility of the unit, including the salary increase during the fiscal year in which the retention is made. The unit is free to seek funds from other offices such as the Office of the Vice President for Research and Innovation or the Office of the Vice President for Equity and Inclusion.

> Example: The Dean requests permission to offer a $10,000 base salary adjustment and $20,000 of research support over four years as a retention offer to Professor X, whose current base salary is $100,000. The Provost agrees that the retention offer is warranted and agrees to pay $3,000 of the salary plus OPE. To account for the remaining $7,000 salary, the GOA of the unit will be reduced by $7,000 x (1.508) = $10,556 in the next fiscal year (using the FY19 50.8% blended OPE rate). However, the TTF BASE allocation of the unit will automatically increase by $10,000 x (1.508) = $15,080 in the next fiscal year, to account for the new base salary and OPE of Professor X. These are the only allocation adjustments. Finally, the School or College will be responsible for the non-recurring $20,000 of research support, unless specific arrangements have been made for those funds to come from some other unit.

6b. TTF Promotion and Review Salary Increases

Standard promotion salary increases for TTF, including standard post tenure review as outlined in the Collective Bargaining Agreement, will automatically be provided through the TTF BASE allocation. Any cost to increase TTF salary related to promotion or post tenure review that is higher than the standard increase must be funded by the Dean of the unit proposing the higher increase. Any such difference in increase will be handled by an adjustment to the GOA.

6c. NTTF: Retention, Promotion and Review Salary Increases

The following will take effect on July 1, 2018:
Retention: General fund retention offers for NTTF are the sole responsibility of the Dean of the unit. Such retentions do not need Provost approval, nor will any new funding be provided through the allocation system. Units will be expected to submit an annual report of NTTF retentions for OPAA to audit.
Promotion and Review Salary Increases: General fund promotion and merit review salary increases for NTTF are at the discretion of the Dean of the unit (in accordance with the faculty CBA*). The unit is also responsible for all cost increases. Such cost increases will not, specifically, increase budget funding allocations. Funding for these increases needs to be found within the overall allocation to the unit, which under normal circumstances should see sufficient inflation to meet such needs. That said, it is important for units to observe that substantial portions of the overall allocation, such as the GRADUATE/DIFFERENTIAL TUITION and SUMMER, are dependent entirely on the unit's management and performance.
* Note: The Office of the Provost will still handle career instructional promotions, and review and approve long term (beyond three years) pro tem extensions. Likewise, the Office of the Vice President of Research and Innovation will handle approval of research NTTF and courtesy appointments, including promotion reviews.

6d. Strategic Investment Process

The University holds an annual Strategic Investment Process in winter term. Calls for proposals will go out in fall term and typically all units (academic and administrative) are eligible to make proposals. The proposals are analyzed by the Budget Advisory Group, which advises the Provost on which proposals represent the most strategic and critical investments. Schools or Colleges that are funded in the Strategic Investment Process will receive their funding through an appropriate part of the allocation system, typically the GOA, for recurring investments or the Program Investment allocation for non-recurring investments.

Remark: Prior to FY19, some specific faculty lines were realized through proposals to the Strategic Investment Process. With the advent of the IHP new TTF positions will not be funded through the Strategic Investment process.

6e. Dual Career Hiring (TTF)

Hiring and retaining tenure related faculty often necessitates the hiring of a spouse or partner into a second tenure related line. Such second hires are made at the discretion of the Provost, who will confer with all appropriate academic units. Once the decision is made to hire a spouse or partner into a tenure related line, the cost of the new line will automatically be absorbed into the TTF BASE allocation. However, the Provost reserves the right to make an appropriate, recurring adjustment to the GOA or TUITION HOLDBACK, after consultation with the Dean of the unit hiring the spouse or partner. Due to limited institutional resources, hiring of partners and spouses will have some impact on future Institutional Hiring Plans.

As of FY19, any existing agreements for TTF Dual Career hires will be made permanent through the TTF BASE portion of the overall allocation. This eliminates the need for units to transfer budget on a yearly basis: there should be no further budget transfers between units to honor these commitments.

6f. Dual Career Hiring (not TTF)

Hiring and retaining tenure related faculty often necessitates the hiring of a spouse or partner into an NTTF, OA or Classified position. The Office of the Provost currently offers Dual Career Bridge and Dual Career Fellowship programs (https://academicaffairs.uoregon.edu/dual-career-support) through which schools or colleges can apply for temporary funding. As all such agreements will eventually sunset, in some cases it will be very important to create longer-term plans for these employees.

The Office of the Provost is working with Deans and HR to analyze the current Dual Career programs for future upgrades but will continue to honor any pre-existing Dual Career agreements to support the salaries of non-TTF spouses or partners, along with agreements that are created during the FY18 hiring cycle. The Office of the Provost may also begin to work with the appropriate units to help coordinate such agreements.

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