MEMORANDUM

To: Tammy Dolan
From: Bruce Bollinger
Re: NDSU Budget Allotment Plan
Date: February 16, 2016

NDSU’s budget allotment is $6,402,472. Our proposed plan was developed in a collaborative effort among the President, Provost and academic deans. It addresses the allotment through both a short-term and long-term strategy and is consistent with the Chancellor’s budget allotment guidelines.

NDSU’s Strategic Vision and Strategic plan describes our focus in the areas of learning, discovery and outreach. The research emphasis is on developing capacity in three Grand Challenge areas that build on current strengths at NDSU and address substantial needs of the citizens of North Dakota, the nation and world. The student success piece, as one of pre-existing highest priorities as highlighted in the President’s State of the University address in October, addresses the goals of improved retention and graduation rates. We will in particular protect funding for student success initiatives aimed at retention and graduation.

To meet the immediate budget allotment goal, we will:

**Delay Implementation of the Grand Challenge interdisciplinary research initiative.**
$3,200,000 – Combination of involved salaries and operating expenses.

- This initiative is focused on developing interdisciplinary team science that addresses the needs of North Dakota, the country and the world in the areas of Food Systems and Security; Healthy Populations and Vital Communities; and Sustainable Energy, Environment and Societal Infrastructure. This delay will affect NDSU’s ability to compete for large-scale federal grants and to address critical issues.

**Administrative/Faculty and Programmatic reductions.**
$3,202,472 – Combination of reduced salary and operating expenses.

- Restructure the process for reviewing requests to hire open faculty and staff positions. We will evaluate positions based on centrality to the mission of the department, college, and University. We expect that this will result in a decrease in the breadth of courses taught, less administrative support for faculty, and perhaps delays in processing and in service delivery.
- Hold positions open for longer periods; the length of time that a position will be kept open will depend on the nature of the position and potential cost savings.

NDSU is an equal opportunity institution.
Retaining and recruiting highly qualified and experienced faculty and staff in a competitive national environment remains a priority of NDSU. NDSU plans to allocate a 3% overall average salary increase.

As specifically directed by Chancellor, evaluate course loads and class sizes, and make adjustments as needed.

Continue to scrutinize salary adjustments and operating expenses, including travel, for centrality to mission of department, college and University.

Continue to evaluate shared services with NDSCS, such as the recently implemented shared services for payroll processing.

Evaluate the feasibility, efficiency gains, and value of shared service across campus units (departments, programs and colleges).

Prioritize building repairs and maintenance using the criteria of safety and security, staff, student and faculty well-being, instructional needs, and the requirements of our research mission. Currently, NDSU prioritizes space renovations through the Learning Spaces Executive Committee, a representative committee charged with evaluating and prioritizing all campus requests.

Forego for one year other research activities outlined in strategic plan, including establishment of a President’s lecture series, a Ph.D. fellowship program, travel grants to visit federal agencies, competitive packages for graduate students and other such initiatives. We expect this will decrease NDSU’s competitiveness in seeking large-scale federal grants, other state and local grants, and public and private contracts.

To meet the long-term budget goals of NDSU, for planning purposes, the Office of the Provost is in the process of creating a broadly representative advisory task force. This task force will be charged with studying and recommending long-term budget adjustments, if such adjustments become necessary. The following principles will underpin the task force’s work:

- There should be an institution-wide alignment of resources with priorities as expressed in the strategic plan.
- Resources should be allocated effectively to achieve excellence. Reallocations will not be across-the-board.
- Quality will be improved by focusing on what works, supported by assessment, data and evidence.
- Previous budget reductions and their impact on units must be taken into account.

It is expected that the committee will solicit input from all sectors of campus, but especially those that might be affected by its recommendations.