FAQs on Timeline and FTE reductions

**When will the President submit his revised recommendations?**

Reorganization plans and staffing level recommendations will be updated, informed by input from deans and chairs, by mid-fall semester. Faculty Senate will conduct a review of recommendations that impact curriculum and will complete this review by early December.

**How will the staffing levels be determined?**

The revised methodology involves several steps.

Initially, a presumptive faculty staffing level will be calculated for each department based on its FY2018 student credit hours and the credit hour to faculty ratio it had on average for the period FY2009-13. These data will be used to calculate how many staff it would take to produce the FY2009-13 credit hour to faculty ratio for each department, but with the FY2018 student credit hours, both for all instructional staff and for T/TT faculty. These presumptive staffing levels will then be converted to an instructional budget.

Next, the instructional budgets will be adjusted based on strategic considerations to set the final instructional budget target to be achieved by the end of FY2021. Final staffing budgets may be higher or lower than the levels calculated from the FY2009-13 ratios and FY2018 student credit hours. Those final staffing budgets will be determined through strategic decisions made by the executive team relying on three main inputs:

- First, we will look at the data on each academic program that the UPC looked at in its Stage 1 analysis in April.
- Second, we will assess programs in relation to their fit and importance to the vision for the UM Core and the Communities of Excellence;
- Third, we will rely on feedback from Deans and Chairs to inform us of programs with particular concerns regarding staffing levels given programmatic needs (more on this below).

Departments and Colleges will then be asked to develop staffing plans that will fit within their new staffing budgets.

In summary:

- The student-faculty ratios are determined by, first, the student credit hours for all courses listed under a department’s rubric(s), and second, the instructor of record for each of those courses. In calculating those numbers, we used the course assignments chairs completed, initially when we first did the calculations in April and then again when we went back to the FY2009-13 average in June.
• We will calculate the target staffing levels for each department based on its FY2018 student credit hours and the credit hour to faculty ratio it had on average for the period FY2009-13. Using these data we calculate how many staff it would take to produce the FY2009-13 credit hour to faculty ratio, but for the FY2018 student credit hours. We will do this both for ALL Instructional FTE (which includes T/TT faculty, lecturers, adjuncts, and GTAs) and for only T/TT FTE. We will subtract the T/TT faculty from ALL to determine the target for non-T/TT faculty. Then we will multiply each department’s average salary for its T/TT faculty by its T/TT target and multiply its non-T/TT average salary by its non-T/TT target to determine each department’s presumptive total instructional budget target.

• By comparing total instructional budgets associated with FY2018 staffing with total instructional budgets from step 2 and our target for rightsizing the total instructional budget, we will know whether we have the budgetary flexibility to assign certain departments an instructional budget that is more than the presumptive instructional budget. Those final staffing budgets will be determined through strategic decisions made by the executive team relying on three main inputs outlined above.

When will the instructional budgets by area be finalized?

President Bodnar’s original draft recommendations include his plans for workforce reduction in specific units and discontinuance of specific programs. Since the release of these draft recommendations, the campus community has provided extensive feedback on the recommendations’ content and methodology. This feedback has resulted in revisions to both the recommendations for reorganization and the methodology for arriving at faculty staffing levels that will best serve students across our programs. The University Planning Committee and the Executive Committee of Faculty Senate have been a critical partner in this important work, helping to ensure that the methodology is sound.

Once we have the final instructional staffing budget targets, we will give those to the Deans and Chairs to begin the process of creating an instructional staffing plan that will achieve this budget target. Each instructional staffing plan must achieve the budget target by the end of FY 2021. As part of this process, we will ask Deans and Chairs to canvass their faculty to identify any faculty who are planning to leave University employment over the next three years, and who will formally commit to leave, so that these departures can be integrated into the instructional staffing plan and budget. We will ask the Deans and Chairs to design instructional staffing plans that will deliver the curriculum within the budget parameters they have been given. If any programs cannot be continued under the instructional staffing plan, they should be identified. Instructional staffing plans may include both departures and new hiring, as long as they achieve the budget target by the end of FY 2021. Based on these plans, we will assess whether there is a need to initiate a retrenchment process to reduce tenured faculty in specific areas.

Note that the instructional staffing budget targets must be achieved by the end of FY2021 so that all necessary budget savings are realized for the FY2022 budgets. That means any faculty departures counted toward the reductions must take place no later than June 30, 2021. Also note, however, that we need to achieve significant savings in the budgets for FY2020 and FY2021, so attrition will need to happen over the next three years and not all at once at the end of FY2021.
The Administration will work with the UFA and Faculty Senate to develop a timeline for officially-noticed attrition. If, after considering officially noticed attrition, retrenchment is necessary for particular units to achieve the requisite faculty reductions, a retrenchment plan will be developed in accordance with the terms of the CBA. That plan will go to the Board of Regents in the spring of 2019.

**What happens with recommended discontinuances and reorganizations?**

President Bodnar’s proposed discontinuances and reorganizations that impact curriculum will be presented to the Faculty Senate for review in the fall.

**What is the timeline for reorganizations?**

Reorganizations in particular will take place along varied timelines as programs and colleges determine the need for refinement and depending on the implementation logistics. What the re-organizations will finally look like will depend on provost and faculty input.