

UAS Personnel Budget Procedures and Practices

Salary Savings

Positions are budgeted with the expectation that salary savings will be generated -- primary through staff vacancies. In cases where savings are less than projected, departments and programs must balance their budgets by either increasing revenues or reducing expenditures in other areas of the budget.

The UAS Budget Office works with department and program budget managers to identify any greater-than-anticipated salary savings. These savings are collected centrally and are reallocated by the Chancellor to address one-time, non-recurring university priorities.

Legislative Requests for New Positions

The intent of the legislature is that increments for new positions will be funded at 50% of the anticipated cost. Further, the University must demonstrate that any new funding is matched by an equivalent increase in new University receipts. These requirements set a high bar for revenue generation. Departments should only seek legislative increments in cases where there is significant revenue generation potential.

Ongoing Review & Reallocation

The prospect of flat or reduced funding combined with restrictions on new positions create a growing imperative to look internally for efficiency and reallocation opportunities. For regular faculty positions, the BOR-mandated program review process provides an excellent mechanism for this analysis on an on-going basis. When a more immediate need is identified for faculty resources (e.g. with retirement or resignation), deans and directors must consider and document how that request aligns with UAS, school, and campus priorities, the need/demand for such resources, the nature of the proposed position (e.g. tenure-track or term) and prospective funding for such a position. A memo requesting to fill such position should be routed for approval as outlined below and include data about program needs, headcount/SCH, and graduates over the past four years, and the projected workload for the new faculty member.

For staff positions, departments/programs should similarly focus efforts to identify the areas of most critical need. Prior to filling a new vacancy, units should assess if the resources would be better reallocated to the identified staffing priority.

Likewise, departments/programs should work with the HR and Budget offices to assess how reducing work hours or work months might more efficiently meet the institutional need. While reduced contracts reduce salary costs, these efficiencies need to be weighed against the proportionally higher fringe-benefit costs for these positions.

Approval Requirements

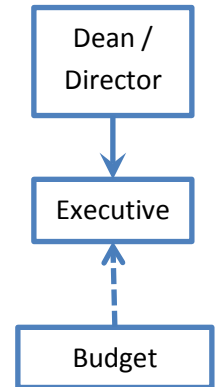
To ensure ongoing review and alignment of resources to institutional goals, UAS requires formal approval prior to substantive changes to positions, creation of new positions, or filling of vacant positions. In all cases, deans or directors begin with a preliminary conversation with their Executive Cabinet representative (i.e. provost or vice chancellor). Finalized proposals are forwarded by the executive for subsequent review and approvals.

Approval Process for New Positions, Reallocation, and Vacancies

FILLING LIKE FOR LIKE/GRANT FUNDED: Pre-approved positions with no substantive changes

Staff recruitments are approved by the senior executive overseeing the unit after consultation with the Budget Office. Justifications for staff positions are entered directly through the forms and approval routing in UAKjobs. Requests for regular faculty positions are routed through the provost and require approval from the Chancellor (or designee) with justification provided in a memo attached to the recruitment.

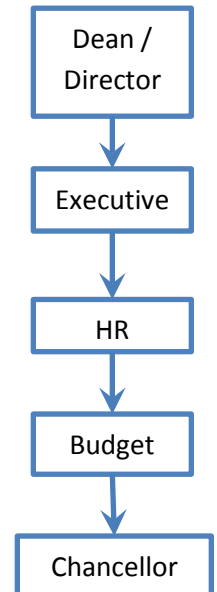
- 1) Requests must include an update of the of the position descriptor to explore any cost savings which may be achieved by restructuring the work, or reducing the salary, work time or appointment term, or collaboration with another department.
- 2) For faculty positions, the request must include the four year credit hour and head count history, and where appropriate, admitted majors and completers.
- 3) Vacancies provide ideal opportunities for restructuring and reallocation. Should other identified priorities exist for the unit, the request should explain why filling the vacancy rises above other needs.
- 4) Vacancies are expected to result in 30 to 60 days in savings in personnel costs. This assumption is built into the University budget. Any projected vacancy less than 30 days must be justified in the request for approval.



CHANGES: Reallocation for new position(s), or substantive changes to existing positions

A substantive change is a change in job family or a salary adjustment > 5%. Requests must include:

- 1) The **position level**, type of appointment and appointment term. For faculty positions, this should identify the proposed workload, and if the position is tenure track.
- 2) The **sources** of funding, space and any special equipment.
- 3) The **impact** on the department and larger UAS strategic initiatives, mission and goals. For faculty, this should include the impact on program accreditation, if applicable.
- 4) The analysis of **need**. For faculty positions, this includes:
 - Description of how the need aligns to the current program review
 - Outline of all courses (number of sections/semester) included in the program
 - Faculty resources already devoted to the program (full time and adjunct)
 - List of additional courses which will be offered and additional credit hours generated
 - Research activity that will be required, if appropriate



Requests are submitted in writing to HR for approval of the job level, term and internal equity.

Requests are then routed to Budget for approval of funding sources, and finally to the Chancellor (or designee) to evaluate the impact, need and alignment to campus mission and priorities. All three approvals are required.

Obtaining New Funding for Positions

If reallocations prove insufficient, departments/programs may request budget increments through the UAS budget request process. This begins with prioritization of the request by the appropriate dean/director, review by the provost or vice-chancellor (as appropriate), and facilitated by the UAS Strategic Planning, Budgeting and Advisory Committee (SPBAC). If the request becomes an institutional priority, it will either be submitted as part of the subsequent FY budget request, or the institution can seek funding through broader restructuring.