Date: March 18, 1994

MINUTES

ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

March 18, 1994,
President's Board Room,
3:00 p.m. - 5:00 p.m.

PRESENT: Ballard (for McConnell), Baumgartner, Carlisle, de Wolf, Freeman, Helfrich, Hicks, Huebsch, Hyer, Johnston, Lalik, Martinson, McCleary, Pratt, Randolph, Ridenour, Sapon-White, Stephenson, Winstead, Wolfe

ABSENT: Dooley, Grayson, Karp, McConnell

VISITORS: D. Martin, Peters, Sheldon, Sumichrast, Shumsky

1. CALL TO ORDER AND APPROVAL OF MINUTES:

Fred Carlisle, Senior Vice President and Provost, opened the meeting and asked for questions or comments on the February 23, 1994 minutes. There being none, the minutes were approved as distributed.

2. UNIVERSITY 1994-95 BUDGET AND GENERAL ASSEMBLY UPDATE:

Minnis Ridenour, Executive Vice President, provided the committee with an update of legislative action. There has been a shifting of instructional costs from the General Fund to Non-General Funds. However, the attitude in Richmond toward higher education now reflects a higher priority than in recent years. Legislative sessions in 1995, and in the 1996-98 biennium, hold the prospect for improved state support. Growth in the maintenance reserve and equipment trust fund allocations is a positive signal of state support.

Kathye Johnston, University Director of Budget and Financial Planning, reviewed the appropriations for Virginia Tech for the 1994-96 biennium. Salary increases were approved for both faculty and staff. Faculty are eligible for a 3.4 percent merit increase; staff are eligible for performance increases ranging from 2.25 percent for "meets expectations" to 6.9 percent for "exceptional performance". The General Assembly also approved tuition caps of 3 percent and 7.5 percent for in-state and out-of-state students, respectively, for each year of the biennium. General Fund reductions will be required of the research and extension divisions. The majority of the General Fund reduction for the instructional division will be offset by tuition increases.

Restructuring plans will be required of all colleges and universities. SCHEV will coordinate and review the plans with the Secretary of Education. The plans are due to SCHEV by September 1, 1994. Decentralization pilot projects have been approved for Virginia Tech, and four other state institutions, for personnel and finance processes. Four Non-General Fund capital projects were approved for Virginia Tech: the student health and fitness center, 2 new dormitories, a new dining hall, and Lane Stadium and Rector Field House renovations.

Fred Baumgartner, Professor of History, inquired about the plans for the Equine Center. Fred Carlisle announced that a decision would be made by May 1 about the future of the center.

An open forum would most likely be scheduled after the March 30, 1994 Budget and Planning Council meeting.

3. EVP PHASE II PROCESS:

Minnis Ridenour discussed the Phase II process occurring in the EVP areas. A half-day planning workshop was held on March 17 to allow all units reporting directly and administratively to the executive vice president to present their draft plans for discussion. Final plans are due April 1. A major focus on administrative systems was evident in a number of Phase II proposals presented on March 17. Integration of continuous improvement and enhanced communications with user departments was also emphasized at the EVP level and in many of the plans.

4. FACULTY RETIREMENT/BUYOUT PLANS:

Pat Hyer, Assistant Provost, discussed the proposed Faculty Retirement/Buyout Plan. The plan, if approved by the Board of Visitors and the Attorney General's Office, would provide several methods of ending service at the university. A retirement window would be available for those faculty who are at least 55 years old with at least 10 years of service. Other opportunities will be available for tenured faculty affected by reduction in force or Phase II reorganizations. Participation in the plan is voluntary and must be mutually agreeable with the department head.

5. GRADUATE STUDENT STIPENDS:

Leonard Peters, Vice Provost for Research and Graduate Studies, discussed the new approach to allocating graduate student instructional fee waivers for 1994-95. The plan has been under discussion for 6 to 8 months and has included several governance bodies in the review process. The concept for the plan to convert from graduate student stipends to instructional fee waivers for graduate students was discussed with the Commissions on Graduate Studies and Research, as well as the Graduate Student Assembly, associate deans and department heads.

Fred Carlisle and Kathye Johnston noted that adjustments must be made in related areas as a result of the new policy. John Randolph, Professor in Urban Affairs and Planning, and David de Wolf, Professor of Electrical Engineering, noted that weaker departments may have been short-changed in this process. Concern was expressed that the issue of instructional fee scholarships for graduate students reached the Budget and Planning Council agenda only after public announcement had been made. Leonard Peters noted that the review of graduate student stipends was discussed at the Mountain Lake Phase II hearings, which included the Budget and Planning Council, in Fall 1993.

6. OTHER BUSINESS:

David de Wolf, President of the Faculty Senate, raised as an issue that the Advisory Council should be more involved in decisions involving important budget changes in academic programs, e.g. such as the recently announced 20 percent cut in the budget of the College of Education. He stated that the Provost and/or other members of the administration could make use of the body of expertise collectively present in the Budget and Planning Council,

even though the decision process should remain in the hands of the administration. Shared governance implies that such decisions be discussed with the Council before they are announced publicly. Dr. Carlisle agreed in principle, and expects to engage the Council seriously in budget deliberations and to seek its advice on important issues. However, he could not guarantee there would be no future disagreements on how budget decisions may be handled.

The meeting was adjourned at 5:15 p.m.

Revised April 1, 1994.

Date: March 30, 1994

MINUTES

ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

March 30, 1994,
President's Board Room,
3:00 p.m. - 5:00 p.m.

PRESENT: Baumgartner, Carlisle, de Wolf, Grayson, Helfrich, Huebsch, Hyer, Lalik, Mahan (for Johnston), Martinson, Pratt, Randolph, Sapon-White, Winstead, Wolfe

ABSENT: Dooley, Freeman, Johnston, Karp, McCleary, McConnell, Ridenour, Stephenson

VISITORS: Foster, Sumichrast

1. REVIEW OF THE MARCH 18, 1994 MINUTES.

Fred Carlisle, Senior Vice President and Provost, opened the meeting and asked for any revisions to the March 18, 1994 minutes. David de Wolf, Professor, Electrical Engineering, noted that several of his questions and comments were not addressed in the minutes. The revised minutes will be sent electronically for review by committee members.

2. PROVOST'S REALLOCATION PLAN.

Wayland Winstead, University Director of Planning, discussed the revised Provost's Reallocation Plan. In the Instruction Division, promotion and tenure bonuses were the highest priority item, however, with state funding, the bonuses can come from the faculty salary pool. Faculty diversity and graduate student support are the two highest priority items. There was a $264,000 reduction in the College of Engineering's Green Engineering Initiative. The College of Architecture and Urban Studies' Digital Technology Initiative is being proposed for continuous funding. Funding for the College of Human Resources' Wellness Initiative had been reallocated to other programs.

Fred Carlisle informed the Council that the Exercise Science Program in the College of Education is being moved to the College of Human Resources. Moving the program to Human Resources will be counted as part of the 20 percent reduction in the College of Education's budget.

Tim Pratt, Professor, Electrical Engineering, asked if the state had indicated a rationale for the reductions in the Extension and Research Divisions. Fred Carlisle indicated that this was still unclear, but the study performed by the Department of Planning and Budget had proposed approximately 40 recommendations. Among the recommendations was the proposal that program efforts be reallocated from traditional extension activities to those supporting families and youth. However, the report by Planning and Budget did not expressly recommend reductions. Virginia also has a higher matching funds ratio for extension than that required by the Federal Government and there has been an overall reduction of funding in Extension. The State has decided to reduce funding for Research, but it should not be perceived that the State does

not value research.

John Randolph, Professor, Urban Affairs and Planning, discussed his work in ensuring funding for a research center. The current climate in Richmond towards research has not changed, but the cuts originated in the Wilder Executive Budget were a product of a period of extreme financial circumstances. There is a need to continuously work with legislators to retrench support for research. Fred Carlisle concluded that there is support in principle, but is not often backed with funding.

3. LONG RANGE ACADEMIC PRIORITIES.

Fred Carlisle distributed and discussed a draft memo to the academic deans and administrative directors concerning academic priorities and Phase II. Final Phase II plans are due by May 1, 1994. During the next six to eight months, the university needs to identify the broad academic areas we might need to emphasize over the next few years. Current examples of these areas include the College of Arts & Sciences proposed School of Arts, and the College of Architecture and Urban Studies proposed School of Public and International Affairs. Vice Provosts Jim Wolfe and Len Peters have been asked to prepare a plan for review.

Jim Wolfe discussed the process for identifying areas of emphasis. College and departmental priorities will be examined and compared to other universities' priorities. Then, priorities will be ranked based on internal emphasis. Broad and long-term programmatic areas will be identified. Janet Johnson, Faculty Associate, will coordinate the process. Twenty schools were identified and narrowed to Cornell University, Massachusetts Institute of Technology, Nebraska University, and Penn State University, which were chosen for on-site visits. A task force of approximately 40 faculty members will determine the university's long-term priorities. The Council will receive the task force report and participate in discussion. In response to a question by Richard Sapon-White, Instructor, Library, Jim Wolfe noted that representation of the Library faculty would be included in the task force. Additional comments or suggestions for representatives to the task force should be forwarded to Jim Wolfe.

4. CFA RESOLUTION.

David de Wolf discussed a resolution from the Commission on Faculty Affairs changing the nature of the Advisory Council on Strategic Budgeting and Planning. Specifically, language in section 2.11.3 of the Faculty Handbook addressing termination of faculty not associated with financial exigency was addressed. The Council was not formed when this section was written. Currently, the president submits plans that result in the termination of faculty to University Council, receives the Council's recommendations, and the president and the Faculty Senate appoint an ad hoc council of nine faculty members to address issues associated with the termination of faculty. However, according to de Wolf, the Budget and Planning Council is a natural choice to be involved in this process since it is composed of faculty, staff, and students addressing budget related issues.

Changes are proposed in the first three paragraphs of section 2.11.3. The president will consult with the affected unit, prepare a proposal, forward the proposal to the Council (which will expand its membership to have representation from any relevant committees), and forward a proposal, in turn, to the University Council. It was noted by Pat Hyer, Assistant Provost,

that it is too late for the resolution to affect the College of Education restructuring. Michele Huebsch, graduate student assembly representative, noted that the ad hoc committee had no students or staff as members; Pat Hyer said this was intentional since the ad hoc committee's focus is only on faculty rights.

5. OTHER BUSINESS.

Lauren Martinson, Assistant to the Executive Vice President, announced that the next meeting will be April 13, 1994 from 3:00 p.m. to 5:00 p.m. in Conference Room G at the Donaldson Brown Hotel and Conference Center.

Fred Baumgartner, Professor, History, informed the Council that the College of Arts and Sciences will be reducing the minimum number of hours to graduate from 129 to 120. Fred Carlisle noted that the College of Architecture and Urban Studies is considering a similar proposal and that the new Dean of the College of Engineering will be asked to consider reducing the minimum hours.

There being no further business, the meeting adjourned at 4:39 p.m.

Date: April 13, 1994

MINUTES

ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

April 13, 1994,
Executive Conference Room

Donaldson Brown Hotel and Conference Center,
3:00 p.m. - 5:00 p.m.

PRESENT: Baumgartner, Carlisle, de Wolf, Dooley, Freeman, Helfrich, Hicks, Hyer, Johnston, Karp, Lalik, Martinson, Pratt, Randolph, Ridenour, Sapon-White, Winstead

ABSENT: Grayson, Huebsch, McCleary, McConnell, Stephenson, Wolfe

VISITORS: Ballard (for McConnell), Foster, Shumsky

1. REVIEW OF REVISED MARCH 18, 1994 MINUTES AND REVIEW OF MARCH 30, 1994 MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the meeting to order and asked for any revisions to the minutes of the March 18, 1994 (revised) and March 30, 1994 meetings. The revised March 18, 1994 minutes were accepted. Fred Baumgartner, Professor, History, noted that in the March 30, 1994 minutes 129 hours should read 126 hours; the proposal is to reduce the number of hours for graduation in the College of Arts and Sciences to 120 hours. The minutes for March 30, 1994 will be revised as noted and distributed electronically to the Council.

2. PART-TIME FACULTY SALARY STUDY.

Pat Hyer, Assistant Provost, discussed a proposal to provide retirement benefits to part-time faculty. The study included only part-time instructors having served the university for three or more years. The majority of the sample are instructors in English. The study grew out of concern for part-time faculty who served the university for long periods of time and retired without benefits. Also, the university receives the 10.4 percent fringe benefit for retirement for these faculty positions since the part-time faculty positions are created by dividing full-time positions. The study's recommendation is to provide a one time salary supplement to these individuals equal to 10.4 percent of their base salary. It is illegal, under state law, for the university to purchase benefits for these individuals. Salary savings will be used to pay for the salary supplement.

Part-time salaried and wage employees cannot receive salary supplements of this nature due to restrictions in the Personnel Act and the state classification system. In response to a question raised by Pat Ballard, Accountant, College of Agriculture and Life Sciences, Minnis Ridenour, Executive Vice President, stated the university has repeatedly attempted to lobby the state to allow benefits for all employees. Since the university already receives the 10.4 percent fringe benefit for retirement, and faculty compensation is determined by the Board of Visitors, the university can provide the supplement to part-time faculty and will continue to lobby the state to provide benefits to all

employees.

In response to a number of questions, Pat Hyer provided more details on the implementation of the plan. The supplement will be 10.4 percent of the base pay and will not increase the base pay of the faculty member. The supplements will not be retroactive; the supplements will be awarded on August 15, 1994 for annual year faculty and July 1, 1994 for calendar year appointed faculty. The total annual cost will be approximately $40,000. The employee is responsible for purchasing the retirement benefits and has the option to participate in a 403(b) plan through the university.

3. UPDATE ON 1994-95 BUDGET.

Kathye Johnston, University Director of Budget and Financial Planning, distributed materials that will be presented to the Board of Visitors at the April 25, 1994 meeting. The budget, in summary, reflected a $6 million increase in the General Fund and a $6 million increase from tuition and fees. Research and Extension budgets both reflected decreases due to General Fund reductions and a projected decrease in federal funding. Both the Auxiliaries and Sponsored Programs reflected increased funds.

New funding requirements in the Instructional Division included classified staff and faculty increases which were fully funded by the legislature. Funding was also provided for Phase II Technology, and the Equipment Trust Fund. A number of other funding requirements were discussed that were new, unfunded programs or to correct existing problems, such as covering the shortfall due to the enrollment mix. Funding for these requirements is yet to be determined.

The Research Division has a base budget of $26.5 million, reflecting a $1.3 million decrease in the General Fund portion of the budget. A reduction of $1.2 million occurred in the Centers; however, $575,000 was restored resulting in a net loss for the division of $1.8 million. Overall, the base budget for 1994-95 reflects a decrease of $791,000 and reflects a shortfall in Non-General Funds (mostly due to a loss of federal funding).

Extension experienced a reduction of $824,000 in Non-General Funds and a net loss in General Funds totalling $423,000. The total reduction in the Extension Division's budget was $1.5 million.

A number of strategies were outlined to balance the budget: the buyout/retirement plan; conversion of calendar year to academic year appointment for both faculty and staff (with full benefits); agency consolidation; attrition; and the budget reversion plan. These strategies may help with the net General Fund reduction of $30 million that has occurred over the last five budget cuts (Rounds 1 - 5).

Fred Carlisle discussed the buyout/retirement plan or the Individual Transition Option Plan (ITO). There are three options under the ITO. The first is an "early retirement plan" which would be available throughout the university for any faculty member with 10 years of service and who is at least 55 years old. The second is in response to Phase II initiated changes resulting in restructuring. The third option deals with reductions in force. This final option is very narrow in scope and requires the involvement of the Faculty Senate and can involve a payout of up to 150 percent of base salary. The options also allow flexibility in leave and employment eligibility. Minnis Ridenour indicated that he had asked the University Controller to assess tax implications of the buyout plans. Pat Hyer noted that there is no

indication of the number of individuals taking advantage of the ITO.

Minnis Ridenour discussed tuition and fees. Tuition will increase 3 percent for in-state students during both the 1994-95 and 1995-96 academic years. Out-of-state student tuition will increase 7.5 percent for each academic year. Overall, there is a $99 increase in tuition and a $40 increase in the comprehensive fee. The total cost will increase 3.4 percent or $229 for in-state students and 6.4 percent or $814 for out-of-state students. For graduate students, there will be a 3.6 percent or $157 increase for in-state and a 7.5 percent or $472 increase for out-of-state students. Off campus rates increased $135 or 3 percent for in-state and $468 or 7.5 percent for out-of-state students. Veterinary Medicine tuition increased 3.3 percent or $256.

The comprehensive fee also increased. The student activities fee increased $8 or 4.4 percent and the athletic fees increased $32 or 20.5 percent. The parking fee will increase for both faculty, staff, and students to pay for debt service. Parking for faculty/staff will be $50 and $40 for students. Students experienced a higher increase since most of the debt service comes from the completion of the student lots.

4. OTHER BUSINESS.

Peter Karp noted that the Major Williams renovations will begin following graduation and signals the beginning of the integrated space plan.

Wayland Winstead, University Director of Planning, noted that all the Phase II plans will be consolidated and published for the university community and SCHEV. Wayland Winstead and Ann Spencer, Associate Vice President for Personnel and Administrative Services, will develop the restructuring plan and will present the plan to the Council. Lauren Martinson, Assistant to the Executive Vice President, noted that the Administrative and Financial Areas have begun to publish summaries of their Phase II initiatives in the SPECTRUM.

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There being no further business, the meeting adjourned at 4:45 p.m..

Date: May 18, 1994

MINUTES

ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

May 18, 1994,
President's Board Room,
3:00 p.m. - 5:00 p.m.

PRESENT: Baumgartner, Carlisle, de Wolf, Freeman, Grayson, Hicks, Hyer, Johnston, Karp, Martinson, Pratt, Ridenour, Sapon-White, Winstead

ABSENT: Dooley, Ginther, Helfrich, Huebsch, Lalik, McCleary, McConnell, Randolph, Wolfe

VISITORS: Foster, Shumsky

1. CALL TO ORDER AND REVIEW OF APRIL 13, 1994 MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the meeting to order and asked for revisions to the April 13, 1994 minutes. There being none, the April 13, 1994 minutes were approved.

Fred Carlisle announced that the College of Education has decided to use the revised Reduction in Force policy to deal with its restructuring. The Council will form a subcommittee to review the College of Education's restructuring plan with Pat Hyer, Assistant Provost, as the subcommittee's chair. The subcommittee will review the plan and will report their findings to the full Council.

2. REALLOCATION OF SPACE.

Wayland Winstead, University Director of Planning, discussed reallocation of space as part of the Phase II Action Plans; specifically, space might be reallocated in the same fashion as dollars. Currently, space is allocated to a given college and historically has become part of that college's permanent resources. There are a number of issues--such as co-curricular use of space versus private offices, some areas have space for faculty lounges while other areas have limited space for classes, and some areas have offices provided for graduate assistants while others have multiple occupation of offices by faculty. A survey may be administered to the colleges in order to determine a method of reallocation of space. Also, standards from SCHEV will be factored in the process, however, these standards may not be accurate due to reporting differences.

It was noted that most colleges have a deficit of space and there is disparity between the "quality" of space between colleges. It is hoped that reallocation of space on-campus will release currently leased space off campus. Fred Carlisle noted that discussion is in the formulation stage, and a formal statement of the issue would be released during the summer. Minnis Ridenour, Executive Vice President, noted that depending solely on assigning a monetary value to space would be confounded by the fact that often the best office space tended to go to areas that generated the most funds in research. Wayland Winstead will proceed with

developing a report of the distribution of space on campus.

3. REVIEW OF PROVOST'S RESERVE.

Wayland Winstead reviewed the 1993-94 uses of the Provost Office reserve. The Provost Office has implemented a process of review of the reserve with advice from the Council on where resources should be directed. Historically, the reserve has been distributed to other areas. Much of the reserve was used for facilities related projects. In response to a question by Randy Grayson, Professor, Plant Pathology, Physiology, and Weed Science, Fred Carlisle noted that the reserve could be used to deal with state mandated issues and emergencies. Minnis Ridenour noted that the administrative and financial areas have maintained a contingency fund for some time to deal with campus emergencies. Wayland Winstead noted that expenses that continued for a period of time would be moved to base budgets.

4. PHASE II DISCUSSION.

Fred Carlisle noted that the academic Phase II Plans will be ready to be distributed by the end of May. A series of general meetings to discuss the plans will be scheduled in the near future. Minnis Ridenour informed the Council that the Phase II Plans for the administrative and financial areas have been published in the Spectrum for the university community to review. Fred Carlisle noted that the Phase II Plans will be consolidated to form the university's restructuring plan.

Minnis Ridenour discussed work being undertaken in the area of decentralization from the State in the areas of personnel, purchasing, and accounting. A meeting was held on Monday, May 16, 1994 in Richmond with the Governor's Strike Force to discuss decentralization. The university's restructuring plan needs to have a strong emphasis on decentralization. Virginia Tech, the University of Virginia, and William and Mary have been included in the decentralization pilot program. The formal decentralization plan will be submitted to Paul Timmreck by July 1, 1994. Wayland Winstead noted that Phase II documents will be available on a GOPHER system by this summer for review.

5. OTHER BUSINESS.

The Council will next meet on June 29 from 3:00 p.m. to 5:00 p.m. in the President's Board Room. There will be a Budget Forum on Tuesday, May 24, 1994.

David de Wolf, Faculty Senate President, noted that revenue from tuition for out-of-state students was decreasing and asked if there were plans on how to deal with this trend. Minnis Ridenour noted that efforts are being directed at the state level to educate the legislature on the need to encourage out-of-state enrollment.

Kathye Johnston, University Director of Budget and Financial Planning, discussed the effect of salary changes on the percentile standing of faculty with our peer benchmark group. Faculty salaries have fallen in percentile standing even though salaries have increased 3.3 percent on average. The university is currently ranked 16th out of 20 institutions. The average salary for the benchmark group was $56,182; the 60th percentile (the goal for Virginia institutions) was $57,724. The average salary at Virginia Tech was $52,411 or a percentile rank of 26th. In order to move salaries into the 60th percentile, a 10.1 percent increase

would be necessary.

There being no further business, the meeting was adjourned at 4:55 p.m.

Date: June 29, 1994

MINUTES

ADVISORY COUNCIL ON STRATEGIC BUDGETING AND PLANNING

June 29, 1994

President's Board Room

3:00 - 5:00 p.m.

Present: Baumgartner, Carlisle, Freeman, Ginther, Helfrich, Hicks, Huebsch, Johnston, Martinson, Pratt, Randolph, Ridenour, Shumsky, Sapon-White, Winstead

Absent: Dooley, Grayson, Hyer, Karp, Lalik, McCleary, McConnell, Wolfe

Visitors: Foster

1. CALL TO ORDER AND REVIEW OF MAY 18, 1994 MINUTES.

Fred Carlisle, Senior Vice President and Provost, called the meeting to order and asked for comments or revisions to the May 18, 1994 minutes. There being no changes, the council approved the minutes.

2. PHASE II PLANS.

Fred Carlisle discussed the Phase II Action Plans. The action plans will be used as the basis for the Virginia Tech Restructuring Plan. Minnis Ridenour, Executive Vice President, noted that the Restructuring Plan is due to the state by September 1, 1994. In addition to incorporating the ideas in the Phase II Action Plans, the Restructuring Plan will include President Torgersen's visions for the future of the university over the next four to five years. The action plans will be monitored on a continuing basis. A feedback system will be developed to keep the council informed of the status of the plans for both the academic and administrative areas. In addition, the action plans will be tied to the 1994-96 budget cycle, and will be monitored by all concerned to reduce duplication of efforts.

Wayland Winstead, University Director of Planning, noted that he and Ann Spencer, Associate Vice President for Personnel and Administrative Services, will provide leadership in the development of the Restructuring Plan. In addition, Carole Nickerson, Executive Assistant to the President, Ralph Byers, Director of Governmental Relations, and Larry Hincker, Director of University Relations, will serve as the editorial committee for the Plan, as well as full-time writers. The Plan will consist of a statement by President Torgersen, central themes and the use of technology, accomplishments to date, and the details of the plans with associated graphics.

The Phase II Plans will be available on Ethernet (the mainframe) for individuals to access and a GOPHER will be established at a later date. In response to a question on how the state and SCHEV will be advised of the process, Minnis Ridenour indicated that the basic themes established in the plans will be echoed in everything

the university submits to Richmond, including budget requests. The council can use the plans as a guide to ensure that the university is carrying out the initiatives proposed. However, not every initiative will be achieved within a three to five year span, since some initiatives are long range in nature.

3. FINAL 1994-95 BUDGETS.

Kathye Johnston, University Director of Budget and Financial Planning, discussed the final budgets for 1994-95. She distributed copies of the summary budgets for the Instruction division and the new Cooperative Education and Agricultural Experimental Station division (229) to the council. All budgets formerly in the Extension and Research divisions not associated with the new division were moved into the Instructional Division. Allotments to colleges and vice presidential areas were made electronically.

4. DRAFT GUIDELINES FOR UNIVERSITY REVIEW OF COLLEGE OF EDUCATION RIF.

John Randolph, Professor, Urban Affairs and Planning, and Larry Shumsky, Associate Professor, History, reviewed the reduction in force plan that is applying the revised reduction in force policy in the Faculty Handbook for the College of Education. In addition to Pat Hyer, Assistant Provost, Randolph and Shumsky serves on the ad hoc committee to review the reduction plan for the College of Education. The reduction plan will be a continuing item on the council's agenda for fall semester meetings. In August, Wayne Worner, Dean of the College of Education, will present the College's reduction plan. The university community will have three weeks to provide comments. The ad hoc committee will provide input to insure that the plan stay within reasonable boundaries. The ad hoc committee plans to have its recommendations to the council by mid-October. Also, there will be additional individuals attending the council meetings from other committees while the council reviews the restructuring plan.

There being no further business, the meeting adjourned at 4:56 p.m.