

11-8-05



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Memorandum

To: Deans  
From: James LeRoy Smith  
Date: October 25, 2005  
RE: 2005-2006 Faculty Position and Phase I Permanent Operating Allocations

Here is a chart that conveys the 2005-06 position allocations:

2005-2006 Faculty Position Allocation Academic Affairs

Colleges	AA Restitution (18 positions) See Attach. 2	Derived Faculty Change Based On SCH Matrix Formula (41 positions) See Attach. 3	Restitution Inequity Adjustment See Attach. 4	Subtotal	Potential Derived Faculty Increase/SCH Increase/Priorities	Total	Funded @ See Attach. 5	Total Salary Pool See Attach. 5
COB	4	1	2	7	1	8	\$94,000	\$752,000
COE	4	20	-5	19	1	20	\$62,000	\$1,240,000
CFAC		2		2	2	*4	\$52,151	\$208,604
CHE	2	2		4	3	7	\$55,208	\$386,456
CHHP	2	8		10		10	\$54,740	\$547,400
CTCS		7		7	4	11	\$76,909	\$845,999
CA&S	4	2	8	14		14	\$53,854	\$753,956
Future Priorities					10	10		
<b>Total</b>	16 of 18 AA allocated restitution positions	42 of 41 AA allocated derived faculty change positions	5 additional allocated	63	21	84		

I want to thank you for the work that you accomplished in creating your 2005-2006 budget and personnel allocation requests. You did an excellent job of representing your respective colleges and their financial and human resource needs for success.

We are fortunate again this year to have enrollment increase money and positions to allocate. We have taken your needs into account in making these allocations. I hope that you will see the logic and fairness in what is presented. It is a pleasure to work with such a talented team of deans and directors and it is because of your leadership and the productivity of your faculty and staff that we have these funds and positions available. Please thank your faculty and staff for all they do for our students and this university.



You will find attached several charts with additional allocation information and several attachments to explain these allocations. These attachments provide information we used in making allocation decisions.

*Chart 1* indicates the allocation of salary dollars with no assigned FTE.

*Chart 2* indicates Phase I permanent operating dollars assigned each unit.

*Chart 3* indicates notes for specific schools based on multiple issues related to allocations.

*Attachment 1* provides an analysis of the derived faculty change from 2003-04 to 2004-05 for the Colleges, School of Nursing, and School of Allied Health Sciences and serves as the basis for the split of positions/operating between Academic Affairs and Health Sciences. The Division of Health Sciences will handle Nursing and Allied Health position/operating allocations.

*Attachment 2* provides an analysis of combined regular term and distance education derived faculty vs. current faculty (based on the BD-119) for the same units and serves as the basis for distributing 20 positions available for restitution.

*Attachment 3* provides an analysis of derived faculty change from 2003-04 to 2004-05 for the Colleges and serves as the basis for distributing 41 positions available in AA for derived faculty change.

*Attachment 4* has two parts: Part 1 is an analysis of combined regular term and distance education derived faculty vs. adjusted faculty (based on the BD-119 adjusted for derived faculty change and restitution positions) and serves as the basis for allocation adjustments for restitution inequities; Part 2 is a summary statement of combined derived faculty vs. final faculty (based on the BD-119 adjusted to reflect total 05-06 position allocations).

*Attachment 5* provides data used to determine the funding level for positions allocated.

Please know that our discussions of 2006-2007 enrollment projections will be crucial to our resource picture next year, as will your responsible use of these new positions to both increase next year's SCHs and address our other important priorities.

Thanks for your continuing leadership and good stewardship of these important resources. I look forward to our discussions on how we can continue to improve our process as we approach next year.

The following allocation rationale guided our efforts (See Allocation Rationale).



### ***Allocation Rationale***

What follows are the salient facts, justifying principles, and analyses that we used to make division of faculty position allocations and operating dollars between Health Sciences and Academic Affairs and the faculty position allocations in Academic Affairs.

#### ***2005-2006 Salient Facts:***

- F1. Total new instructional (faculty) salaries after the \$2.5+million cut are at **\$7,654,512** and permanent operating is at **\$1,554,342**.
- F2. Each faculty position is provided by OP at **\$67,408**, although reasonable beginning assistant professor salaries vary by discipline.
- F3. Average salary of \$67,408 produces  $\$7,654,512/\$67,408 = 113.56$  total positions.
- F4. Observing P5 below, there are **104.56 DE faculty positions** and **9 RT faculty positions** to allocate.
- F5. Almost all units have used previous RT positions (101) to accomplish DE (107) work.
- F6. Some differences exist between number of current faculty and number of derived faculty earned by the SCH-based funding formula (other attachments are shared).
- F7. The likelihood of new positions continuing at the rate of the last two years is small.
- F8. "Derived faculty" differences are based on SCH generation that benefited the University.
- F9. If SCH increase were the sole position-allocation criterion, ECU would find it difficult to advance new programs and other priorities, especially at the division level.
- F10. The deans have agreed that SCH increase, restitution, and academic program and other ECU priorities should drive allocations.

#### ***Justifying Principles:***

- P1. We should seek a dependable factual basis from which to make equitable allocations.
- P2. We should reward proportionately the hard work (increasing SCHs) that produced these additional resources.
- P3. We should improve the allocation processes each year as factual reviews and equity analyses become more accurate and more collaborative.
- P4. Faculty positions should be allocated at a salary rate that is reasonable given disciplinary salary differences and competing claims for salary \$\$.
- P5. Regular Term Faculty positions should not be used for the budget cut, leaving 9 RT positions.
- P6. Operating monies should be shared between HS and AA on the same rationale as best determines the sharing of faculty positions.
- P7. Since F5 is true, this year we should allocate positions according to both RT/DE needs so long as units can account for DE-funded productivity.
- P8. Since the funding formula-based SCH analysis shows differences in "derived positions," restitution should still be a factor in allocation.
- P9. Because F7 and F8 are true, a significant number of restitution positions should be "taken off the top" this year.

#### ***Analyses:***

A1: Last year (see the widely-shared September 29, 2004 memorandum on faculty position allocations, Attachment 3, Item 4), we divided the positions and operating dollars according to the total SCH production for 2003-2004, roughly an 88%(AA) and 12%(HS) split. Within AA, we went on to apply three factors: *increased* SCHs, restitution, and academic program and other priorities. But what applied *within* AA should have applied to the split also. In effect, we have caused "restitution" issues within SON and AHS by neglecting the FF-functional 2003-2004 SCH increase by those two schools. To compare SCH increases between the divisions fairly, we need to be sensitive to the kind of SCHs those differences contain. Stated differently, SCHs differ as to how much of the enrollment increase dollars they generate, depending on both the level and the "cell number" (1, 2, 3, or 4) where they occur. Therefore, we must calculate the increases in derived faculty per unit and compare them relatively in order to fairly conclude the "position and



dollar weight" of the SCH differences. See 2005-06 Attachment 1, column 12. Using census day as the source for SCHs and the BD-119 (summed to FTEs) as data sources, these percentages encapsulate the SCH changes as a function of the dollar value of the SCHs. The total percentages for AA compared to HS are thus

AHS: 13.77% + SON:15.74% or 29.51% for HS, leaving a balance of 70.49% for AA. Let's round this to: **HS: 29.5%, AA: 70.5%**

This means the operating dollars are shared as follows: **HS: \$485,531 AA: \$1,095,811**

**A2: Total faculty positions = 113.56 (104.56 DE and 9 RT)**

Given F7 and F8, we should set aside 20 of the 104.56 DE positions as "general institutional restitution positions."

This would leave 84.56 DE positions and 9 RT positions or **93.56 positions** to be split between HS and AA on the basis of 29.5% / 70.5%.

**HS: 29.5 % x 93.56 = 27.60 positions (all DE) (some owed back to AA)**

**AA: 70.5 % x 93.56 = 65.96 positions (56.96 DE; 9 RT)**

***Both AA and HS should allocate remaining faculty positions in recognition of OP and ECU priorities and FF-functional SCH increases.***

***AA will use approximately a 60-40 split (60% for FF-functional SCH increases and 40% for restitution inequities/priorities/potential SCH increases).***

**A3:** Let's return to the 20 set-aside (DE) institutional restitution positions. To properly judge how to allocate the 20 "institutional restitution positions", we apply derived vs current faculty ratios for all 9 units (7 AA colleges and AHS and SON). See Attachment 2 on analysis of current vs. derived faculty and the relative percentages for understaffed units. The "application table" indicates the allocation of the 20 restitution positions, thus giving HS 2 more positions for a total of 30 (29.31 rounded up). AA has a total of 84 positions (83.25 rounded up).



**Chart 1**

This chart indicates the allocation of salary dollars allocated without FTE

College	Salary funds requested with no FTE	Disposition of funding
COB	\$0	\$0
COE	\$438,207	5 positions @ \$62,000 funded above # requested @ \$310,000—may be used for this purpose
CFAC	\$78,394	\$78,394 funded
CHE	\$12,600	\$12,600 funded
CHHP	\$153,423	5 positions @\$54,740 funded above # requested @ 273,700 – may be used for this purpose
CTCS	\$40,000	\$40,000 funded
CA&S	\$54,000	\$54,000 funded

**Chart 2**

Below is a chart that conveys the Phase I permanent operating. You will see that \$6,000 is allocated for each position. It is intended that these operating funds support the associated position.

College	Position Allocated x \$6,000	Total Phase I Permanent Operating
COB	8 x \$6,000	\$48,000
COE	20 x \$6,000	\$120,000
CFAC	4 x \$6,000	\$24,000
CHE	7 x \$6,000	\$42,000
CHHP	10 x \$6,000	\$60,000
CTCS	11 x \$6,000	\$66,000
CA&S	14 x \$6,000	\$84,000



Chart 3

Below are notes related to positions and salary dollars. This chart indicated positions requested as well as total received.

College	Request	Allocation	Difference	Notes
BUS	20	8	-12	Keep position which was originally borrowed, making 9 positions allocated
EDUC	15	20	+5	Even with these 5 extra positions, COE is funded below the SCH generated. These should assist in helping COE in increased expectations of SCH generation. Also the funding from these positions may be used to off-set requested salary (\$438,207) funds (with no FTE).
FA/C	8	6	-2	Using 4 in new position allocation and keeping 2 positions borrowed earlier. These 2 positions will be repaid to AA next year.
HE	18.5	7	-11.5	Has 7 positions but will repay borrowed positions previously agreed upon.
HHP	5	10	+5	Funds from one position should be used to repay AA the funds that were advanced to HHP for salary increases for retention. Also, funds from extra positions should be used for increasing salary pool to hire "world class researcher." Also the funding from these positions may be used to off-set requested salary (\$153,423) funds (with no FTE).
TCS	11	11		Met position requests (previously discussed).
A/S	36	14	-22	Allocation includes positions for math needs of engineering and general education courses for COE to ensure Wachovia Partnership East sites meet student needs. Also .5 for biology courses in nursing (formerly borrowed).



2005-06 ATTACHMENT 1												
Analysis of Derived Faculty Change from AY 2003-04 to 2004-05												
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
	Reg. Term	Reg. Term	Reg. Term		DE	DE	DE		Combined	Combined	Combined	
	Derived	Derived	Derived	%	Derived	Derived	Derived	%	Derived	Derived	Derived	%
	Faculty	Faculty	Faculty	Total	Faculty	Faculty	Faculty	Total	Faculty	Faculty	Faculty	Total
Unit	2004-05	2003-04	Change	Change	2004-05	2003-04	Change	Change	2004-05	2003-04	Change	Change
College of Business	114.44	120.72	-6.28	-21.67%	17.99	10.73	7.26	15.43%	132.43	131.45	0.98	1.29%
College of Education	81.70	77.56	4.14	14.29%	107.37	85.11	22.26	47.30%	189.07	162.67	26.40	34.72%
College of Fine Arts/Comm.	148.96	149.72	-0.76	-2.62%	12.08	9.20	2.88	6.12%	161.04	158.92	2.12	2.79%
College of Human Ecology	91.61	90.57	1.04	3.59%	14.40	13.21	1.19	2.53%	106.01	103.78	2.23	2.93%
College of Hlth & Human Perf.	77.77	70.94	6.83	23.57%	9.00	5.59	3.41	7.25%	86.77	76.53	10.24	13.47%
College of Tech./Comp Science	53.55	45.28	8.27	28.54%	21.40	20.08	1.32	2.80%	74.95	65.36	9.59	12.61%
TH College of Arts & Sciences	475.14	471.53	3.61	12.46%	13.34	14.91	-1.57	-3.34%	488.48	486.44	2.04	2.68%
Allied Health Sciences	70.81	64.36	6.45	22.26%	13.64	9.62	4.02	8.54%	84.45	73.98	10.47	13.77%
Nursing	42.32	36.64	5.68	19.60%	24.01	17.72	6.29	13.37%	66.33	54.36	11.97	15.74%
<b>Totals</b>	<b>1,156.30</b>	<b>1,127.32</b>	<b>28.98</b>	<b>100.00%</b>	<b>233.23</b>	<b>186.17</b>	<b>47.06</b>	<b>100.00%</b>	<b>1,389.53</b>	<b>1,313.49</b>	<b>76.04</b>	<b>100.00%</b>

Note: Derived faculty are positions generated by application of the SCH funding model matrix to SCHs produced



Analysis of Combined RT & DE Derived Faculty vs. Current Faculty								
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Unit	Total 04-05 SCHs Generated	Total Derived Faculty	Relative %	Current Faculty FTE per BD-119	Relative %	Difference Derived vs. Current	% Difference Derived vs. Current	Relative % for the 8 Understaffed Units
College of Business	49,470	132.45	9.53%	104.00	8.73%	-28.45	-21.48%	21.35%
College of Education	61,940	189.07	13.61%	148.65	12.48%	-40.42	-21.38%	21.24%
College of Fine Arts/Comm.	60,269	181.04	11.59%	158.73	13.33%	-2.31	-1.43%	1.43%
College of Human Ecology	42,702	106.01	7.63%	94.00	7.89%	-12.01	-11.33%	11.26%
College of Hlth & Human Perf.	37,548	86.77	6.24%	76.76	6.45%	-10.01	-11.54%	11.46%
College of Tech./Comp Science	23,424	74.95	5.39%	74.35	6.24%	-0.60	-0.80%	0.80%
TH College of Arts & Sciences	244,943	488.48	35.15%	384.15	32.26%	-104.33	-21.36%	21.22%
School of Allied Health	17,967	84.45	6.08%	74.90	6.29%	-9.55	-11.31%	11.24%
School of Nursing	18,382	66.33	4.77%	75.30	6.32%	8.97	13.52%	
<b>Totals</b>	<b>556,645</b>	<b>1,389.55</b>	<b>100.00%</b>	<b>1,190.84</b>	<b>100.00%</b>	<b>-198.71</b>	<b>-14.30%</b>	<b>100.00%</b>
<b>**Application of Column (8) %s to 20 FTE Positions Available for Restitution - rounding up only .50 or more resulting in only 18 positions allocated</b>								
	Relative %	Resulting Restitution Positions	Position Allocation					
College of Business	21.35%	4.27	4.00					
College of Education	21.24%	4.25	4.00					
College of Fine Arts & Comm	1.43%	0.29	0.00					
College of Human Ecology	11.26%	2.25	2.00					
College of Hlth & Human Perf.	11.46%	2.29	2.00					
College of Tech & Comp. Science	0.80%	0.16	0.00					
College of Arts & Sciences	21.22%	4.24	4.00					
School of Allied Health Sciences	11.24%	2.25	2.00					
<b>Total</b>			<b>18.00</b>					
<b>Notes:</b>								
Column 1 - Total regular term and distance education SCHs produced in 2004-05								
Column 2 - Derived faculty are positions generated by application of the SCH funding model matrix to SCHs produced								
Column 4 - Faculty FTE based on current BD-119								
Column 6 - Numerical difference between derived faculty FTE and current BD-119 faculty FTE								
Column 7 - % difference between derived faculty and current BD-119 faculty FTE								
Column 8 - Relative relationship of the negative % differences between derived & current faculty FTE for understaffed units								
<b>**The 2.00 unallocated AA positions (due to rounding up only .50) will be held for distribution based on derived faculty increase or priorities</b>								



Analysis of Derived Faculty Change from AY 2003-04 to 2004-05												
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
	Reg. Term	Reg. Term	Reg. Term		DE	DE	DE		Combined	Combined	Combined	
	Derived	Derived	Derived	%	Derived	Derived	Derived	%	Derived	Derived	Derived	%
Unit	Faculty	Faculty	Faculty	Total	Faculty	Faculty	Faculty	Total	Faculty	Faculty	Faculty	Total
	2004-05	2003-04	Change	Change	2004-05	2003-04	Change	Change	2004-05	2003-04	Change	Change
College of Business	114.44	120.72	-6.28	-37.27%	17.99	10.73	7.26	19.76%	132.43	131.45	0.98	1.83%
College of Education	81.70	77.56	4.14	24.57%	107.37	85.11	22.26	60.57%	189.07	162.67	26.40	49.25%
College of Fine Arts/Comm.	148.96	149.72	-0.76	-4.51%	12.08	9.20	2.88	7.84%	161.04	158.92	2.12	3.96%
College of Human Ecology	91.61	90.57	1.04	6.17%	14.40	13.21	1.19	3.24%	106.01	103.78	2.23	4.16%
College of Hlth & Human Perf.	77.77	70.94	6.83	40.53%	9.00	5.59	3.41	9.28%	86.77	76.53	10.24	19.10%
College of Tech./Comp Science	53.55	45.28	8.27	49.08%	21.40	20.08	1.32	3.59%	74.95	65.36	9.59	17.89%
TH College of Arts & Sciences	475.14	471.53	3.61	21.42%	13.34	14.91	-1.57	-4.27%	488.48	486.44	2.04	3.81%
<b>Totals</b>	<b>1,043.17</b>	<b>1,026.32</b>	<b>16.85</b>	<b>100.00%</b>	<b>195.58</b>	<b>158.83</b>	<b>36.75</b>	<b>100.00%</b>	<b>1,238.75</b>	<b>1,185.15</b>	<b>53.60</b>	<b>100.00%</b>

Application of Column (12) %s to 41 FTE Positions Available in AA for Derived Faculty Change - rounding up only .50 or more resulting in 42 positions allocated

	%	Resulting	Position
	Change	SCH Change	Allocation
		Positions	
College of Business	1.83%	0.75	1.00
College of Education ,	49.25%	20.19	20.00
College of Fine Arts/Com	3.96%	1.62	2.00
College of Human Ecology	4.16%	1.71	2.00
College of Hlth & Human Perf.	19.10%	7.83	8.00
College of Tech./Comp Science	17.89%	7.33	7.00
College of Arts & Sciences	3.81%	1.56	2.00
<b>Totals</b>	<b>100.00%</b>	<b>41.00</b>	<b>42.00</b>

Note: The 1.00 over-allocated position (due to rounding up only .50) will be taken from unallocated positions per attachment 2.



**Part 1 - Analysis of Combined RT & DE Derived Faculty vs. Adjusted Current Faculty**

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
					Plus 05-06				%					%
	Total	Total		Current	Increase &	Revised		Difference	Difference	Adjustment	Adjusted		Difference	Difference
Unit	04-05 SCHs	Derived	Relative	Faculty FTE	Restitution	Faculty FTE	Relative	Derived vs.	Derived vs.	for Restitution	Faculty Total	Relative	Derived vs.	Derived vs.
	Generated	Faculty	%	per BD-119	Positions	per BD-119	%	Revised	Revised	Inequities	per BD-119	%	Adjusted	Adjusted
College of Business	49,470	132.45	10.69%	104.00	5.00	109.00	9.92%	-23.45	-17.70%	2.00	111.00	10.06%	-21.45	-16.19%
College of Education	61,940	189.07	15.26%	148.65	24.00	172.65	15.71%	-16.42	-8.68%	-5.00	167.65	15.19%	-21.42	-11.33%
College of Fine Arts/Comm.	60,269	161.04	13.00%	158.73	2.00	160.73	14.63%	-0.31	-0.19%	0.00	160.73	14.56%	-0.31	-0.19%
College of Human Ecology	42,702	106.01	8.56%	94.00	4.00	98.00	8.92%	-8.01	-7.56%	0.00	98.00	8.88%	-8.01	-7.56%
College of Hlth & Human Perf.	37,548	86.77	7.00%	76.76	10.00	86.76	7.90%	-0.01	-0.01%	0.00	86.76	7.86%	-0.01	-0.01%
College of Tech./Comp Science	23,424	74.95	6.05%	74.35	7.00	81.35	7.40%	6.40	8.54%	0.00	81.35	7.37%	6.40	8.54%
TH College of Arts & Sciences	244,943	488.48	39.43%	384.15	6.00	390.15	35.51%	-98.33	-20.13%	8.00	398.15	36.08%	-90.33	-18.49%
<b>Totals</b>	<b>520,296</b>	<b>1,238.77</b>	<b>100.00%</b>	<b>1,040.64</b>	<b>58.00</b>	<b>1,098.64</b>	<b>100.00%</b>	<b>-140.13</b>	<b>-11.31%</b>	<b>5.00</b>	<b>1,103.64</b>	<b>100.00%</b>	<b>-135.13</b>	<b>-10.91%</b>

**Notes:**

- Column 1 - Total regular term and distance education SCHs produced in 2004-05
- Column 2 - Derived faculty are positions generated by application of the SCH funding model matrix to SCHs produced
- Column 4 - Faculty FTE based on current BD-119
- Column 5 - Additional 05-06 positions allocated on basis of derived faculty increase and restitution (attachments 2 & 3)
- Column 6 - Revised BD-119 amount based on additions from column 5
- Column 8 - Numerical difference between derived faculty FTE and revised BD-119 faculty FTE
- Column 9 - % difference between derived faculty and revised BD-119 faculty FTE
- Column 10 - Using column 7 of attachment 2 shows Colleges of Education, Business, and Arts & Sciences at negative 21%.  
This adjustment within these Colleges is to closer equalize the percentages.
- Column 11 - Adjusted BD-119 amount after column 10 adjustments
- Column 13 - Numerical difference between derived faculty FTE and adjusted BD-119 faculty FTE
- Column 14 - % difference between derived faculty and adjusted BD-119 faculty FTE

**Part 2 - Summary of Derived Faculty vs. 05-06 Final BD-119 (reflecting all new positions allocated)**

	Total	Final	Difference	%
Unit	Derived	Faculty FTE	Derived vs.	Derived vs.
	Faculty	per BD-119	Final	Final
College of Business	132.45	112.00	-20.45	-15.44%
College of Education	189.07	168.65	-20.42	-10.80%
College of Fine Arts/Comm.	161.04	162.73	1.69	1.05%
College of Human Ecology	106.01	101.00	-5.01	-4.73%
College of Hlth & Human Perf.	86.77	86.76	-0.01	-0.01%
College of Tech./Comp Science	74.95	85.35	10.40	13.88%
TH College of Arts & Sciences	488.48	398.15	-90.33	-18.49%
<b>Totals</b>	<b>1,238.77</b>	<b>1,114.64</b>	<b>-124.13</b>	<b>-10.02%</b>



							ATTACHMENT 5	
Position Funding Levels								
							*Average	Average
							Faculty	Salary
Unit							Salary	Requested
College of Business							86,902	94,000
College of Education							58,671	62,000
College of Fine Arts & Communication							52,151	52,141
College of Human Ecology							55,208	49,999
College of Health & Human Performance							53,058	54,740
College of Technology & Computer Science							63,109	76,909
TH College of Arts & Sciences							53,854	50,555
School of Allied Health Sciences							58,588	68,090
School of Nursing							59,793	65,000
Position Allocation x Requested Salary or Avg Salary (greater amount)								
College	Position Allocation	Requested Salary	Salary Pool					
COB	8	94,000	752,000					
COE	20	62,000	1,240,000					
CFAC	4	52,151	208,604					
CHE	7	55,208	386,456					
CHHP	10	54,740	547,400					
CTCS	11	76,909	845,999					
THCAS	14	53,854	753,956					
**HS	30	67,408	2,022,240					
* Average faculty salary per 2004 Personnel Data File - IPRE								
**AHS and Nursing positions allocated based on SCH funding model value of \$67,408								