CNS Budget Townhall – January 30, 2020

• College Budget Overview and Updates
• FY21 Budgetary Process and Progress
• Questions, Comments, Feedback
Advancing Science
Empowering People
Impacting Society
Goal: Creating Balance to Support Our Success
Revenue Sources

<table>
<thead>
<tr>
<th>State Payroll (GOF-2)</th>
<th>Operating (GOF)</th>
<th>CEI</th>
<th>Graduate Revenue</th>
<th>RTF</th>
<th>Gifts</th>
</tr>
</thead>
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</table>

Payroll 64%

GOF 17%

RTF 4%

CEI 3%

Grad 2%

Gift 10%

FY 19
$101.5m
Revenue Sources

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<tr>
<th>State Payroll (GOF-2)</th>
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</tr>
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</table>

- State Payroll (GOF-2): 92%
- Operating (GOF): 8%
- CEI: $101.5M
- Graduate Revenue: $101.5M
- RTF: 8%
- Gifts: 92%

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Commitments
Innovation
Research
Outreach
Education
Budget

98%
Commitments

2%
Innovation
Creating Balance to Support Our Success

Efficient & Effective Use of Existing Resources

Controlled Future Spending

Revenue Growth

Strategic Investments

Research

Education

Outreach
**FY20 Payroll**

State Funding: $67,313,390
Payroll Projection: $66,017,458
Fringe: $1,838,330
Projected Payroll Deficit: $542,398

**CNS Payroll Deficit**

- FY18: $2.0
- FY19: $1.5
- FY20: $0.0

~71% Reduction
FY20 Payroll

Faculty Hiring

<table>
<thead>
<tr>
<th>Year</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>15</td>
<td>20</td>
<td>10</td>
</tr>
</tbody>
</table>

51 TT Faculty Lines

CNS Payroll Deficit

<table>
<thead>
<tr>
<th>Year</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deficit (Millions)</td>
<td>$0.0</td>
<td>($0.5)</td>
<td>($1.0)</td>
</tr>
</tbody>
</table>

~71% Reduction
Start-Up Commitments

FY14-FY20 average payouts:
- Anticipated: $2.4M/yr
- Dean: $1.6M/yr
**Start-Up Plan**

- Depts & Schools
- Central Admin
- Dean

**Start-Up Deficit Projection**

Future hiring (current model): $6.75 m/yr new start-up

FY19-FY20: ~42% reduction
Instructional Activity and Allocation

2009-2019:
• SCH Increase: 20%

2013-2019:
• Allocation Increase: 36%

New model in development
Department Operating Funds

FY18-FY20: +5.7%
**Research Investments**

FY18-FY19: +61%
Creating Balance to Support Our Success

- Efficient & Effective Use of Existing Resources
- Strategic Investments
- Controlled Future Spending
- Revenue Growth

- CEI
- Gifts
- Graduate Revenue
- RTF

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Gifts

Payroll 64%

GOF 17%
RTF 4%
CEI 3%
Grad 2%
Gift 10%

FY16-FY18: 38% increase
FY20 (6 mo): $4.975m
Gifts

Payroll 64%

GOF 17%
RTF 4%
CEI 3%
Grad 2%
Gift 10%

Research and Programs 80%

Students 15%
Buildings/Infrastruct. 0.1%
Faculty 0.1%
Annual Fund 5%

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Continuing Education Incentive

Payroll 64%

- GOF 17%
- RTF 4%
- CEI 3%
- Grad 2%
- Gift 10%

FY18-FY19: 12% decrease
FY16-FY19: 41% increase

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College of Natural Sciences
Graduate Revenue

FY16-FY19: 95% increase
Research Trust Fund

<table>
<thead>
<tr>
<th>Grant Activity</th>
<th>Value (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>60</td>
</tr>
<tr>
<td>FY17</td>
<td>60</td>
</tr>
<tr>
<td>FY18</td>
<td>80</td>
</tr>
<tr>
<td>FY19</td>
<td>100</td>
</tr>
</tbody>
</table>

FY16-FY19: +11% expenditures +16% costs

Payroll 64%

GOF 17%
RTF 4%
CEI 3%
Grad 2%
Gift 10%
Payroll 64%

GOF 17%
RTF 4%
CEI 3%
Grad 2%
Gift 10%

Research Trust Fund

Grant Writing Support

<table>
<thead>
<tr>
<th>FY20</th>
<th># Proposals</th>
<th>Requested ($M)</th>
<th># Awards</th>
<th>Funded ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Month Total</td>
<td>242</td>
<td>134.1</td>
<td>212</td>
<td>26.1m</td>
</tr>
<tr>
<td>change</td>
<td>-13%</td>
<td>12%</td>
<td>-17%</td>
<td>-35%</td>
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</tbody>
</table>
Creating Balance to Support Our Success

- Efficient & Effective Use of Existing Resources
- Controlled Future Spending
- Strategic Investments
- Revenue Growth
FY20 (Current Year) Budget

- Budget Reallocation: $700,899 (1%)
- Strategic Investments: $7.5 M
CNS Budget Townhall – January 30, 2020

- College Budget Overview and Updates
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FY21 Budgetary Process

- Plans developed in departments/schools/units – Nov 2019
- Dean-Dept Head/Chair discussions – Dec 2019
- Revised Dept Plans – Dec 2019 – Jan 2020
- Dean’s Office Budget Discussions – On-going
- CNS Budget Town Hall – Jan 30, 2020
- College Budget Plan to Provost – Feb 14, 2020
FY21 Guidance – Budget Reallocation

- Budget reallocation: 1.5% ~$1.132m
  - Goal: 1% ~$754, 831
- Holistic view of college
- Look beyond year-to-year budgeting

Goal: absorb reallocation through vacancies first
FY21 Guidance – Strategic Investments

• Align requests with department, college and campus priorities
  ➢ Focus on needs in the coming year
  ➢ Develop plan to leverage these investments
Priorities

Improve the undergraduate student experience and success

Preserve and improve research/academic priorities

Promote diversity and inclusion

Increase revenue/Newton campus

Achieve operational efficiencies
Requests for Strategic Investments

$21.2 M
27% of Base

- Startup: 70%
- TT Hires: 11%
- NTT Hires: 5%
- Vet Tech Program Support: 4%
- Instructional Support (TA+Staff+Equip): 5%
- Admin/Professional Staff: 2%
- Student/Career Advising & Recruitment: 1%
- Operations & Other: 1%
- Grad Student Success & Diversity: 1%
- New Academic Programs: 0%
- Revenue Generation: 0%
- Grad Student Success & Diversity: 1%

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Requests for Strategic Investments

$4.5 M Base

Operations & Other 4%
Student/Career Advising & Recruitment 5%
Admin/Professional Staff 8%
Instructional Support (TA+Staff+Equip) 10%
Vet Tech Program Support 11%
NTT Hires 7%
TT Hires 52%
Grad Student Success & Diversity 2%
Revenue Generation 1%
$16.7 M
Non-Base

Requests for Strategic Investments

- Startup 89%
- Other 11%
- Vet Tech Program Support 3%
- NTT Hires 4%
- Instructional Support (TA+Staff+Equip) 3%
- New Academic Programs 1%
- Revenue Generation 0%
- Grad Student Success & Diversity 0%
- Student/Career Advising & Recruitment 0%
- Admin/Professional Staff 0%

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Strategic Investments

$21.2 M
27% of Base

Previous Strategic Investments

<table>
<thead>
<tr>
<th>Millions</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
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<tbody>
<tr>
<td>$8</td>
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<td>$6</td>
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Strategic Investment Priorities

Improve the undergraduate student experience and success
  • increased enrollment
  • bottleneck courses
  • foundational courses
  • new degree programs

Preserve and improve research/academic priorities
  • TT and staff hires to support strategic research priorities
  • career development in graduate education
Strategic Investment Priorities

- Promote diversity and inclusion
  - TT hires
  - graduate student on-boarding

- Increase revenue/Newton campus
  - instructional delivery

- Achieve operational efficiencies
  - structural deficits

- Community engagement
  - leverage other campuses
Development Priorities

- Endowments
  - Innovation: start-up, seed, bridge, retention funds
  - Professorships, chairs
  - Graduate student/postdoc support

- Scholarships for undergraduate students
  - Experiential learning

- Infrastructure
Creating Balance to Support Our Success

Efficient & Effective Use of Existing Resources

Controlled Future Spending

Strategic Investments

Revenue Growth

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