

A Dean's Office View on Department Finances

Li Zhang, Interim Dean

Division of Social Sciences

Important elements in allocating funding

Does the department have an up-to-date, comprehensive strategic plan outlining its vision and priorities that has been vetted by the faculty, the dean's office and the provost's office? How does the request fit into that plan?

Funding between the dean's office and the department is a partnership now more so than it was historically. Both units will likely need to contribute to new commitments.

Most funding in deans' offices is already committed to specific purposes such as faculty salary/benefits and individual recruitments and retentions. Your dean's office probably has less (a lot less!) in unallocated funds than you think. Most of the funds that the dean's office "controls" are for very specific purposes:

- Funding earned through the undergraduate tuition model (based on student credit hours, majors and degrees awarded) goes largely to pay for salary and benefits costs for Senate faculty and other instructional needs of the school/college/division (S/C/D). Funds generated go to the overall academic budget of the S/C/D – they are generally not passed through to each department directly on its own.
- S/C/D are responsible for funding their faculty lines (other than faculty FTE allocated from central campus through the Hiring Incentive Program (HIP)).

- For Partner Opportunity Program (POP) hires, departments will often contribute a portion of the costs.
- When faculty retire, 70% of the exiting salary and benefits are returned to the S/C/D (80% in the case of professional schools due to higher faculty costs). When faculty resign, 90% of the exiting salary and benefits are returned to the S/C/D.
- Funding earned through indirect cost recovery (37% to S/C/D, 63% to provost) mostly goes to pay for research expenses, including high-cost start up and retention packages, and cost-sharing with central campus on specific research activities.
- Donor funds are normally designated for specific purposes and need to be honored as such.
- For more information on campus budget policy, see <http://budget.ucdavis.edu/budget-model/>.

What resources does the department have?

Consider all sources of available departmental funds, including carryforward balances, indirect cost recovery funds, UNEX funds, donor funds and Summer Sessions net revenues. Your department's CAO should be able to provide you with a summary of your unit's available balances.

The dean's office and central administration have the ability to view all departmental account balances and activity. You cannot hide money!

Additional considerations when requesting funding

What resources is the department willing to contribute? If it is not a priority for the department, it will not likely be a priority for the dean.

Is the request sufficiently small enough that the department can handle it on its own? Use departmental resources, don't come asking for small ticket items.

The dean's office will more likely be a good partner if the department is open and honest about its abilities and its needs. In the end, we are all in this together!