

## MEMORANDUM

**DATE:** September 16, 2014  
**TO:** AAD ~~Tenure-Related~~ <sup>Core</sup> Faculty  
**FROM:** Patricia Dewey, <sup>Lambert</sup> AAD Director  
**RE:** AAD Departmental Budget and Financial Issues

Dear Colleagues,

We had many conversations throughout 2011-2014 regarding AAD's challenges with regard to developing a sustainable business model for all our programs and operations. The purpose of this memo is to summarize the challenges we are addressing as an academic unit, present the status of various AAD fiscal affairs policies under development, and provide detailed information regarding our AAD budget in 2014-2015.

As with all financial challenges, we must address both the income and expense sides of our operations. We are moving away from the former business model that evolved in AAD, investing in our core strengths and growth areas, and disinvesting in areas that had become sinkholes for our limited resources. We discussed many of these challenges from 2012 to 2014, and will continue to develop strategies for moving forward, in close partnership with the AAA Associate Dean for Finance, Rocco Luiere. One matter very much on the radar is the anticipated change in the business model associated with our online courses, which we expect to be vastly different by the end of FY15. With increased centralization of financial oversight within AAA, we in AAD also no longer have the same control over our budget as we had in the past.

On the revenue side, we are struggling with **lower enrollment** than we would like, although very positive steps forward took place in 2013-2014 with recruitment on both the graduate and undergraduate levels. We must remain aware that AAD has had virtually **no diversification of revenue streams** (we are completely reliant on our online course dividends), and the fact that **AAD faculty have not cultivated external funding** to the extent desired – and often required by other departments.

You may recall that, beginning in 2012-2013, we had **new policies in place to address issues pertaining to assigned tenure-related faculty teaching loads, a consistent and track-able course "buy-out" system, and new department cancellation policies regarding low-enrollment courses.** These policies remain firmly in place for 2014-2015.

For enrollment management, our AAD Course Cancellation Policy remains in effect. **A low-enrollment course will be defined as having fewer than 20 students at the undergraduate level or fewer than 10 students at the graduate level or combined graduate / undergraduate level. In such cases, a decision will be made at the director's discretion whether or not to cancel the course.** A decision will be made as soon as possible, but no later than two weeks before the term. The AAD director and managing director will continue to develop systems to change the pattern of student

behavior to encourage an earlier enrollment date. Collectively, we will all continue to assess the pattern of elective concentration course offerings to ensure maximum course enrollment.

In 2013-2014, we are again establishing new financial management systems for AAD, in close partnership with Rocco Luiere. For the present, please know for your 2012-2013 planning purposes that you will have individual discretionary oversight over the following:

1. Each TTF will have access to **\$3,000 in professional development funds under AADCEC / your activity code**. If not used, these funds will carryforward to FY15. Additional professional development funds may be available to you, at the AAD director's discretion, to support specific high-profile professional development activities. In order to access these funds, you must first use all your individual professional development funds to which you currently have access. Then, you are welcome to submit a request for additional support to the AAD director, using a departmental proposal form to make such a request.
2. **Each NTTF will have access to the carry-forward pool of NTTF professional development funds following the same practice that existed in the past**, pending future establishment and implementation of NTTF professional development policy. Additional professional development funds may be available to you, at the AAD director's discretion, to support specific high-profile professional development activities. In order to access these funds, you must first use all your individual professional development funds to which you currently have access. Then, you are welcome to submit a request for additional support to the AAD director, using a departmental proposal form to make such a request.
3. Funds in the total amount of **\$5,000 will be allocated for curricular development initiatives associated with each of the following: Museum Studies, Museum Studies Certificate, Community Arts Management, Media Management, Performing Arts Management, Arts in Healthcare Management, and the Doctoral Supporting Area**. These funds are maintained as a single budget line item by the AAD director, but all faculty can access this support for appropriate curricular development activities. If you wish to access these funds to support concentration-area initiatives, specialized concentration-area local/regional field trips, guest speakers in your courses, and similar efforts, please just submit to me (Patricia) your specific request in writing.
4. Funds in the total amount of ~~\$5,000-\$10,000~~ <sup>\$15,000</sup> **will be allocated for all AAD faculty to access for department-wide co-curricular activities, such as field trips**. The value-added impact of such activities was fully evident in our students' experience in the past two years, and I would encourage you all to organize similar co-curricular activities in 2014-2015. In 2013-2014, AAD/CCACP administrative support is already in place to support AAD-wide participation in the Oregon Arts Summit, the AAD Alumni Reunion and Symposium, and the 2015 conference of the Association of Arts Administration Educators. Proposals for field trips between January and June 2015 should be submitted by the end of fall term 2014.

Thank you in advance for your assistance and cooperation.

*request for more months out*

*individual clusters of courses  
Arts Integration  
visiting lecturer  
etc.  
- events -*

*have funds in place*

*\$100-300 honoraria  
even for key*

*apply to courses or unit*

UO budget incentivizes  
 SCG - Student credit production  
 Undergrad level more majors  
 grad level = direct tuition acctg based on residency  
 recruitment central for #, value of prog, inclusion  
 AAA - shifting mkt demands - low arch. def.

# AAD/CCACP Expense Budget 2014-2015

EXPENSES	Budget	Notes
<b>Personnel Payroll</b>		US + law school being bailed out - 1
Performing Arts guest instructor	7,000	New allocation
PPPM Contracting for Financial Management	9,000	Transfer to PPPM > - So same where - AE
<b>Program/Curricular Development</b>		
General Curricular Development Initiative	15,000	Rocco on committee - 12 AE Yenilla
Faculty Retreat & Planning Meetings	5,000	filtered through UO systems
<b>Infrastructure &amp; Capacity Building</b>		
Strategic Initiative Investment Funds	10,000	New allocation
Managing Annual Campaign	2,000	New allocation
Resource Development Training	7,500	TR's Completion of Fundraising School
<b>Professional Development Funds</b>		
Faculty Professional Development—Blandy	3,000	New allocation
Faculty Professional Development—Dewey Lambert	3,000	New allocation
Faculty Professional Development—Hager	3,000	New allocation
Faculty Professional Development—Livingstone	3,000	New allocation
Faculty Professional Development—Fenn	3,000	New allocation
Faculty Professional Development—Redaelli	3,000	New allocation
Adjunct Faculty Development Funds	4,000	Up to this amount - existing policy applies
Managing Director Professional Development	3,000	New allocation
<b>Curricular &amp; Co-Curricular Activities</b>		
Concentration Support	5,000	
Internship Contracting w/PODS	9,000	Transfer to PODS = AAPOD
AAD/CCACP Student Conference Presentation	3,000	Up to 6 Conference Presentation Awards
AAD/CCACP Student research, travel support	3,600	12 Conference Participation Awards
Incentive Scholarships for In-Coming Grad Students	15,000	Offered 3 at \$5,000, only 2 students accepted
CCACP Visiting Scholars/Symposia Series	10,000	Up to this amount
AAD Student Activities, orientation, presentations, etc.	4,200	Already allocated, no change
AAD/CCACP Events & Field Trips	10,000	Up to this amount
ELAN (Student Group)	750	New allocation
<b>Fieldbuilding + Community Engagement</b>		
AAD 20th Anniversary/Alumni Reunion + Symposium	20,000	New allocation
Hosting Assc of Arts Admin Educators Conference	10,000	New allocation
Memberships/Conferences (AFTA, AAEE, etc.)	10,000	Up to this amount
Communication & End of Year Publications	10,000	New allocation
CulturWork Reconceptualization	2,000	New allocation
<b>Communication and Recruitment</b>		
Student Recruitment/Awareness Building	15,000	New allocation
<b>Supplies</b>		
Supplies and Services	35,000	Already allocated
Computer Replacement	5,000	Already allocated
YACM Supplies/Copying	2,037	Already allocated; this is carry forward
250-Series Supplies/Copying	5,550	Already allocated; this is carry forward
CCACP General administration Costs	5,729	No new allocation; this is carry forward
<b>Miscellaneous</b>		
Faculty Search	7,500	New allocation
Oregon Folklife Network	15,000	JV to KAEOFN
CCACP Director's Contingency Fund	5,000	Up to this amount
AAD Director's Contingency Fund	5,000	Up to this amount
Managing Dir. Contingency Fund	2,000	Up to this amount
Office Moves/Furniture + Networked Printing	5,000	
<b>TOTAL</b>	<b>300,866</b>	

8 Mill debt.

CBK pushing for Standardization  
we're lazier - Art 830/yr

MTF