

## **Academic Priorities: Looking Beyond the Budget**

Faculty Senate Discussion  
February 3, 2014

### **Recall:**

#### **Some budget principle highlights**

- Prioritize student success and academic student services
- Balance investment and support for each level of student with attention to transfer students
- Engage faculty at all levels on budget and quality

### **University Strategic Plan 2011-2014**

- Provide Civic Leadership Through Partnerships
- Improve Student Success
- Achieve Global Excellence
- Enhance Educational Opportunity
- Expand Resources and Improve Effectiveness

### **Performance-Based Budgeting: Basic principles**

- Strategic Plan with objectives based on public/institutional values
- Performance measures based on strategic plans, with systematic measures of outcomes
- Objectives and performance measures must be linked
- Accountability based on outcomes

**The view from the air:  
Institutional academic priorities**

- Priorities of the budget process include:
  - Student success, support and quality
- Strategic plan includes:
  - Student success, excellence, educational opportunity, civic leadership
- Performance-based budgeting requires:
  - Strategic plan with priorities based on institutional values

**The view from the air:  
What are PSU's academic priorities?**

- Strategic plan: Academic priorities vague;
  - Student success = graduation, retention, satisfaction, and engagement.
- Budgeting: Fiscal priorities clear; academic priorities not
  - SCH & income needs are clear
  - Fiscal goals are easy to measure
  - What other priorities are being used for budgeting decisions?

**The view from the ground:  
INTL/LING 471/571**

- INTL/LING 471/571 Understanding the International Experience
  - Intercultural communication theory
  - Interdisciplinary & cross-listed (45 students)
  - Required for International Studies Majors, TESL Certificate Majors, MA TESOL students
  - Demonstrable impact on students' intercultural competence & awareness
- WIC Designation (with 45 students!)

**INTL/LING 471/571:  
Impact of eliminating WIC TA**

- INTL and LING paid for grader
  - Administrators in each department spent time negotiating how much of the grader each would pay
- Grader worked ½ the number of hours of a TA
- One writing assignment was removed; one reading assignment also removed for 571
- Reading assignments were not tracked

### **INTL/LING 471/571: Impact of WIC budgeting decision**

- Much less interaction with grader than the TA
- Added stress for students
  - Less feedback and scaffolding
  - Less training for peer feedback
  - Weaker differentiation for graduate students
- Added stress for faculty
  - Tripled grading workload
  - Less time for meeting individual student needs
- “Qualitatively different experience”

### **The view from the ground and the current budget process**

- The implementation of the budget still prioritizes SCH & income
- Academic priorities & quality are easily lost

### **Focus on income puts academic priorities at a disadvantage**

- Disincentive:
  - to cross-list classes, especially across colleges
  - for cross-disciplinary work/learning
  - for support courses, e.g., BA 101 + int'l students
- Unequal burden on service courses & programs
  - e.g., Writing, Math, World Languages, IELP serve students in all colleges, but supported by CLAS
- Curriculum decisions being made based on budgetary, not academic priorities?
  - UG curriculum committee: major shift from 400 to 300 level courses

### **Discussion: Goals**

- To (begin to) create of a set of faculty-driven academic priorities for the university
  - For strategic planning
  - For budgeting
  - For assessment
  - For prioritization and investment
- To ensure awareness of academic priorities at all levels of decision making

### **Discussion questions**

- What are our academic priorities as a faculty and institution?
- How do we make sure we are investing resources to support our academic priorities?

### **Finally**

- Please discuss this with your constituents and send me ideas, questions and comments.
- **santelmannl@pdx.edu**