

## Guide to *Virtual U* -- Adjustable Factors and Outcomes

### Adjustable Factors

#### Faculty

Hiring priorities

*New blood*

*Leadership*

*Cost containment*

*Long/short term adjunct*

*Minority*

*Female*

*Teaching/scholarship/research talent*

Salary determination factors

*By department*

*Teaching/scholarship/research performance*

*Gender & ethnic equity*

*Experience (Full prof. through short term adjunct)*

Promotion factors

*Salary priorities reflected in promotion*

*Difficulty of promotion to tenure*

Faculty activities (priority)

*Actual teaching load*

*Course preparation*

*Out-of-class student contact*

*Educational development*

*Research*

*Scholarship*

*Institutional & public service*

# of hires per dept.

Dismiss faculty/Offer early retirement

#### Students & Admissions

% of undergrads in residence halls

Target enrollment (undergrad/nontraditional undergrad/masters)

Admissions priorities

*-Academic performance*

*-Extracurricular performance*

*-Athletic performance*

Special admissions treatment for underrepresented minorities

Special admissions treatment for athletes

Acceptance of outside distance learners

Financial aid

*% of undergraduate financial need university will pay*

*% of undergraduates to be offered merit aid*

*% of nontraditional undergraduates to be offered financial aid*

*Special financial aid treatment to underrepresented minorities?*

*Special financial aid treatment to athletes?*

#### Courses

Emphasis on summer teaching?

Technology (D)

*Departmental incentives for IT in teaching*

*Ease of outsourcing credits for closed courses*

*Priority for provision of distance learning credits*

Course type % target – Seminar/medium/lecture with breakouts (D)

#### Financial

Asset allocation - % to large/small companies/bonds

Degree of smoothing for endowment spending – none/3 yr/5 yr

Transfer funds from/to: Operating reserve, facilities reserve, quasi endowment

*Amount to transfer (% of current score account balance)*

Authorize new construction (sq ft)

% of construction funded by debt

University debt limit (\$)

#### Budgeting & Resource Allocation Procedure

(For each item, select a target percentage change, and priority)

1) *First screen:*

Real growth of tuition aid

Real financial aid growth

Endowment spending rate

Indirect cost rate

Real faculty salary growth

Real staff salary growth

Real operating budget growth

Transfer to plant

Surplus or deficit

2) *Optimize, and proceed to second screen*

Faculty numbers

Nonfaculty departmental expense

Libraries

Information technology

Student life

Athletics

Development and alumni affairs

Administration (G&A)

Operations and maintenance (O&M)

Enrollment management

3) *Optimize, and proceed to faculty hiring*

Set target & upper limit for each dept.

4) *Optimize, and begin new school year*

## **Outcomes & Indicators**

### **Outcomes**

Degrees granted

Faculty research performance (I&D)

### **Performance**

Prestige (I&D)

Educational quality (I&D)

Scholarship, broadly defined

Student diversity

Faculty diversity (I&D)

Alumni donation (%)

### **Financial Indicators**

Current surplus, % of expenditure

Smoothed surplus, % of expenditure

Endowment payout relative

Deferred maintenance backlog

### **Attitudes Towards Institution**

Faculty morale (I&D)

Student morale (I&D)

Staff morale

### **Other**

Rank

Score

Selectivity