

**Subject: Fiscal Year 2004-05 Budget**

**Date:** Tue, 29 Jun 2004 16:11:26 -0500

**From:** "Cindy Ross" <cross@cameron.edu>

**To:** <facstaff@cameron.edu>

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Dear Faculty and Staff,

The purpose of this letter is to provide an overview of the coming academic year's budget. Last week our Regents approved the budget as presented. More detailed budget highlights are attached.

The development of the Fiscal Year 2004-05 budget was guided by the Core Values outlined in *Plan 2008: Preparing for Cameron University's Second Century*. Consistent with our top priority of student learning, the primary focus of the budget is recruiting and retaining quality faculty and staff.

Of course, the amount of money that can be targeted toward this focus is limited by the state support that the university receives. Specifically, Cameron University received an additional \$246,100 (1.4 percent) in new state dollars for campus operations. This small increase in funding is on the back of multiple budget reductions in recent years as well as increased mandatory costs. As a result, our students will pay higher tuition and fees that will result in a projected \$760,000 in additional operating dollars.

Mandatory cost increases of \$750,000 such as employee health insurance and utilities must be subtracted, leaving less than \$260,000 for recruiting and retaining quality faculty and staff and for all other expenditures. By any tabulation, this is not enough money.

Anticipating this circumstance, over the past year the university community has built modest reserves to fund a budget that includes the following initiatives:

- Raising the minimum salary in the following ranks
  - Assistant Professor      \$40,000
  - Associate Professor      \$42,000
  - Professor                  \$45,000

- Providing some equity adjustments for faculty and staff
- Planning for the first general salary increase in three years


In addition to these initiatives, campus frugality provided end-of-year capital funding of \$780,000 to enhance the academic environment. Examples of purchased items include computers and servers, projectors and screens, pianos and other musical instruments, and microscopes and other lab equipment.

While I am pleased to inform you that a salary increase program is planned, it is important to note that the amount and the timing of any pay raise will be determined by the level of student enrollment in the fall. Growth in enrollment by attracting new students and retaining current ones is the immediate avenue to significant increased revenue.

It is important to note that there is minimal flexibility in the budget. I am asking each of you to continue to exercise the spending restraints that have been practiced in recent years. Such restraint coupled with increased student enrollment will provide for the salary enhancements noted above.

Due to the lack of adequate state funding, the challenge of providing students the quality education they deserve and need has proven difficult in recent years. I am proud of the budget's focus on you, Cameron's faculty and staff. I applaud and thank you for your continuing commitment to our students.

Cindy Ross  
President

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## ***Budget Highlights***

# ***Cameron University Dedicated to Quality Academic Performance***

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## ***Budget Highlights***

### ***Budget Overview***

Cameron University's proposed 2004-05 budget is guided by and consistent with the goals and objectives detailed in *Plan 2008: Preparing for Cameron University's Second Century*. Designed to lead the university into its second century, this comprehensive plan is bold and progressive. Most importantly, *Plan 2008* and the proposed budget put student learning as the University's top priority.

The challenge of providing students the quality education that they deserve and need has proven difficult in recent years. Reductions in State funding support to Cameron students have eroded academic quality and student access. Most notably, faculty salaries have not kept pace. Cameron's faculty salaries suffer not only in comparison to faculty at regional universities outside of Oklahoma, but also within the State. Currently, Cameron's faculty salary average ranks sixth among the eleven regional universities and is \$13,883 behind the national average for regional universities.

The primary focus of the proposed 2004-05 budget is recruiting and retaining quality faculty and staff. Coupled with the adoption of the ambitious goals in *Plan 2008* is a revision of Cameron's Faculty Handbook. The Handbook revisions require higher standards for faculty including the development of departmental standards for promotion and tenure, annual faculty evaluations, and post-tenure review. It is imperative that the meritorious performance of faculty and staff be recognized.

## ***Budget Highlights***

### ***Budget Overview (continued)***

Major initiatives in Cameron University's 2004-05 budgets include:

- Requiring a terminal degree for regular faculty members at the rank of assistant professor and above
- Raising the minimum salary
  - Assistant Professor \$40,000
  - Associate Professor \$42,000
  - Professor \$45,000
- Providing faculty and staff equity adjustments
- Planning for the first merit-based salary adjustment in three years
- Initiating operations in the new Center for Emerging Technology and Entrepreneurial Studies (CETES)
- Investing in University facilities

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## ***Budget Highlights***

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## ***Core Values***

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- ✓ Student Learning as Our Top Priority
- ✓ Excellence in Teaching, Scholarship, Service and Mentoring
- ✓ Leadership in Our Community and Region
- ✓ Shared Governance
- ✓ Diversity Among Our Students, Faculty and Staff
- ✓ Responsible Stewardship of Public and Private Resources, the Public Trust and Cameron's Future

## ***Budget Highlights***

### ***State Budget Appropriations***

Academic Year 2000-2001 (original and actual)	\$19,278,669
Academic Year 2001-2002 (actual)	\$19,796,317
Academic Year 2002-2003 (actual)	\$18,376,027
Academic Year 2003-2004 (actual)	\$17,986,604
Academic Year 2004-2005 (original)	\$18,332,701

## Budget Highlights

### Oklahoma State Regents for Higher Education Allocation of Funds to Cameron University

	Base FY 03-04	Revised FY 03-04	Funding for FY 04-05	Change from Revised FY 03- 04	Percent Change
Campus Operations	\$16,844,102	\$16,985,999	\$17,232,099	\$246,100	1.4%
Branch Campus - Duncan	\$0	\$0	\$100,000	\$100,000	n/a
<i>Annualized Programmed Funding</i>					
Center of Excellence - Advanced Computing Systems	\$464,638	\$466,867	\$466,867	\$0	0.0%
Center of Excellence - Multimedia Design	\$441,063	\$444,779	\$444,779	\$0	0.0%
Learning Site Funding	\$88,213	\$88,959	\$88,956	-\$3	0.0%
<b>Total</b>	<b>\$17,838,016</b>	<b>\$17,986,604</b>	<b>\$18,332,701</b>	<b>\$346,097</b>	<b>1.9%</b>



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## ***Budget Highlights***

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### ***Mandatory Cost Increases***

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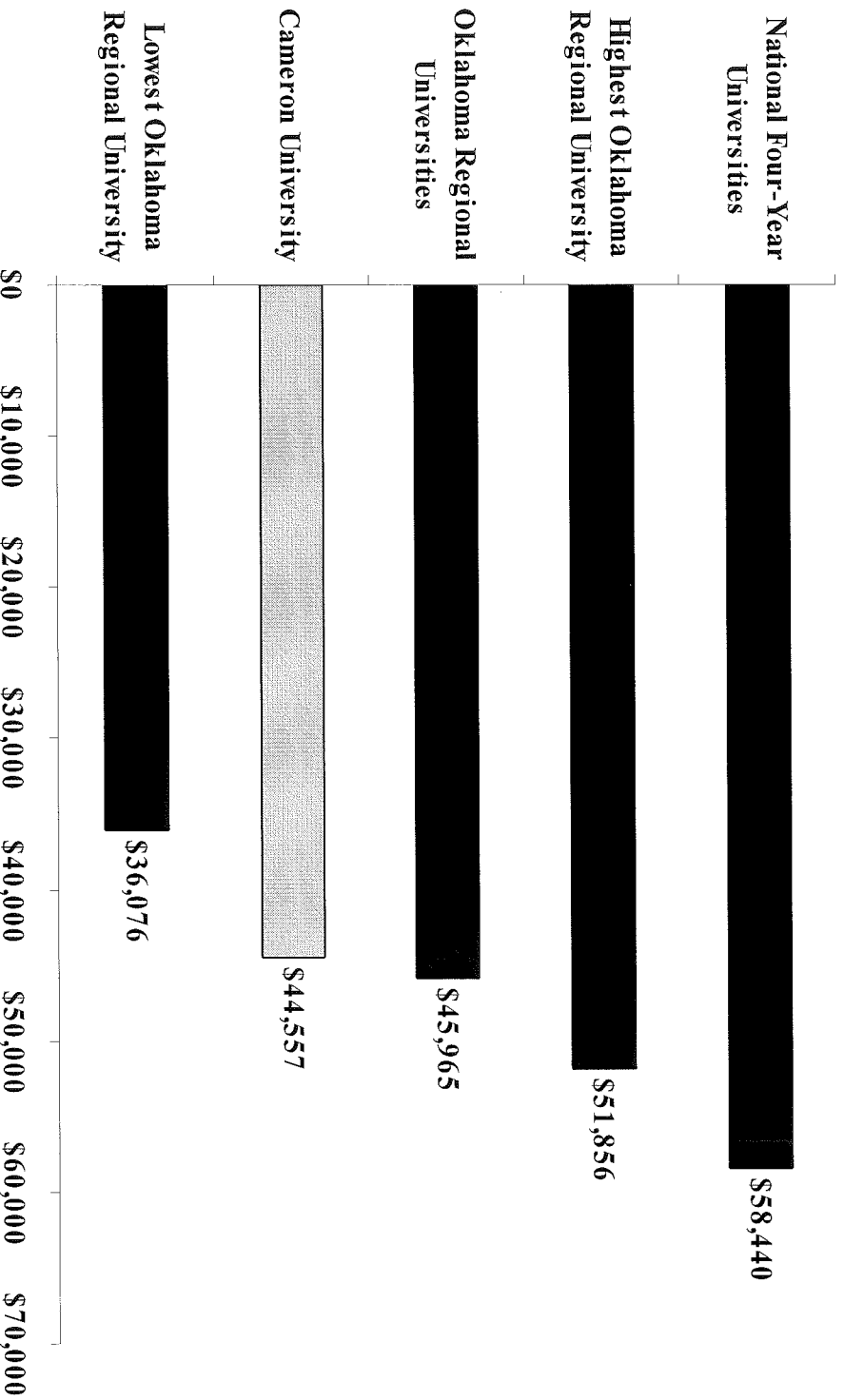
#### **Projected Mandatory Operating Cost Increases for FY 2005:**

•Health Insurance	\$177,500
•FICA & OTRS	\$207,800
•Utility Costs	\$275,000
•Property and Casualty Insurance	\$52,400
•Other	\$37,500

***Total***                      **\$750,200**

## Budget Highlights

### Faculty Salary Comparison



\* Salaries in The Oklahoma State System of Higher Education 2002-2003 Report, dated October 2003

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## ***Budget Highlights***

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### ***Faculty Compensation Initiatives***

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Projected Cost for Faculty Compensation Changes for FY 2005:

- |   |           |
|---|-----------|
| • 33 Assistant Professors to \$40,000 minimum | \$180,410 |
| • 11 Associate Professors to \$42,000 minimum | \$39,871  |
| • 4 Professors to \$45,000 minimum            | \$12,318  |
| • Faculty Promotions                          | \$3,696   |
| • Equity and Market Adjustments               | \$36,093  |

*Total*                      **\$272,388**

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## Budget Highlights

### *E & G Budget Part I – Projected Revenues and Expenditures*

Projected Revenue	FY 04-05
State Appropriated	\$18,332,701
Tuition/Student Fees	\$14,091,958
Gifts and Grants	\$300,969
Other Income	\$238,500
<b>TOTAL</b>	<b>\$32,964,128</b>

Projected Expenditures	FY 04-05
Instruction	\$19,380,668
Research	\$127,973
Public Service	\$330,559
Academic Support	\$1,468,781
Student Services	\$1,894,224
Institutional Support	\$3,342,434
Physical Plant	\$5,057,359
Scholarships	\$2,845,208
<b>TOTAL</b>	<b>\$34,447,206</b>

## ***Budget Highlights***

### ***Reserve Fund Estimate***

Reserve Balance July 1	\$4,116,578
Projected Receipts	\$32,964,128
Budgeted Expenditures	\$34,447,206
Reserve Balance June 30	\$2,633,500
Reserve Percentage June 30	8.33%

## ***Budget Highlights***

### ***E & G Budget Part II – Grants and Contracts***

<b>Projected Revenues</b>	<b>FY 04-05</b>
State Agencies	\$689,454
County & Local Government	\$40,000
Department of Education	\$2,523,964
Other Federal Agencies	\$827,331
Other Sources	\$458,828
<b>TOTAL</b>	<b>\$4,539,577</b>

<b>Projected Expenditures</b>	<b>FY 04-05</b>
Instruction	\$526,726
Research	\$354,592
Public Service	\$1,543,718
Academic Support	\$16,000
Student Services	\$962,780
Institutional Support	\$1,135,676
Physical Plant	\$85
<b>TOTAL</b>	<b>\$4,539,577</b>

## ***Budget Highlights***

### ***Student Tuition and Fees***



## ***Budget Highlights***

### ***Resident Student Tuition and Fees***

#### ***Total Tuition and Fees for Typical Undergraduate 15 Credit Hour Schedule 12 Credit Hour Graduate Schedule***

	Credit Hours	Current Tuition & Fees			2004-2005 Tuition & Fees			
		Tuition	Fees	Total	Tuition	Fees	Total	Difference
Undergraduate	15	\$65.00	\$27.60	\$1,389.00	\$70.00	\$30.00	\$1,500.00	\$111.00
Graduate	12	\$85.00	\$27.60	\$1,351.20	\$91.00	\$30.00	\$1,452.00	\$100.80

#### ***Total Tuition and Fees for Typical Undergraduate 30 Credit Hour Schedule 24 Credit Hour Graduate Schedule***

	Credit Hours	Current Tuition & Fees			2004-2005 Tuition & Fees			
		Tuition	Fees	Total	Tuition	Fees	Total	Difference
Undergraduate	30	\$65.00	\$27.60	\$2,778.00	\$70.00	\$30.00	\$3,000.00	\$222.00
Graduate	24	\$85.00	\$27.60	\$2,702.40	\$91.00	\$30.00	\$2,904.00	\$201.60



## ***Budget Highlights***

### ***Non-Resident Student Tuition and Fees***

#### ***Total Tuition and Fees for Typical Undergraduate 15 Credit Hour Schedule 12 Credit Hour Graduate Schedule***

	Credit Hours	Current Tuition & Fees			2004-2005 Tuition & Fees			
		Tuition	Fees	Total	Tuition	Fees	Total	Difference
Undergraduate	15	\$195.00	\$27.60	\$3,339.00	\$212.00	\$30.00	\$3,630.00	\$291.00
Graduate	12	\$240.00	\$27.60	\$3,211.20	\$260.00	\$30.00	\$3,480.00	\$268.80

#### ***Total Tuition and Fees for Typical Undergraduate 30 Credit Hour Schedule 24 Credit Hour Graduate Schedule***

	Credit Hours	Current Tuition & Fees			2004-2005 Tuition & Fees			
		Tuition	Fees	Total	Tuition	Fees	Total	Difference
Undergraduate	30	\$195.00	\$27.60	\$6,678.00	\$212.00	\$30.00	\$7,260.00	\$582.00
Graduate	24	\$240.00	\$27.60	\$6,422.40	\$260.00	\$30.00	\$6,960.00	\$537.60

## ***Budget Highlights***

### ***Mandatory Fees***

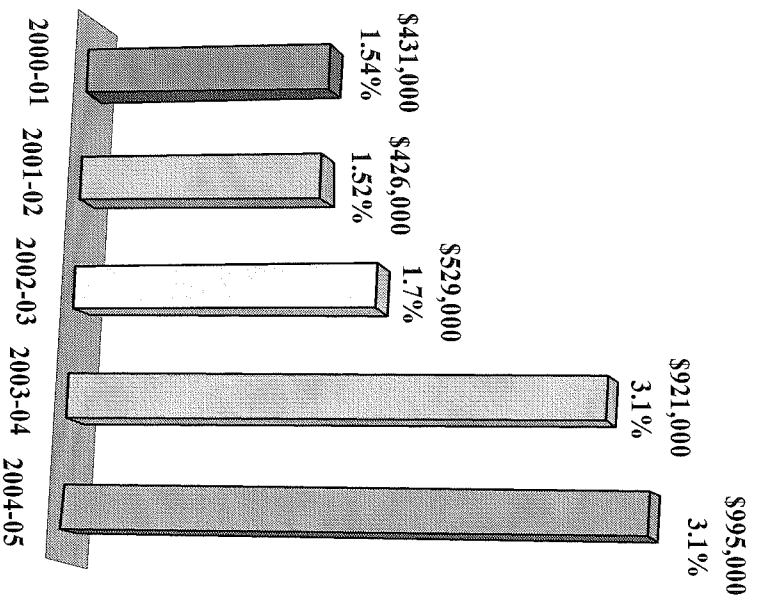
<b>Fee Description</b>	<b>Fiscal Year 2004</b>	<b>Requested for Fiscal Year 2005</b>
<i>Library Automation and Materials</i>	<b>\$3.50</b>	<b>\$4.00</b>
Student Technology	\$8.00	\$8.00
<i>Student Facility</i>	<b>\$7.30</b>	<b>\$8.00</b>
<i>Student Activity/Student Government</i>	<b>\$5.80</b>	<b>\$6.00</b>
<i>Student Assessment</i>	<b>\$1.00</b>	<b>\$1.50</b>
<i>Academic Records</i>	<b>\$1.00</b>	<b>\$1.50</b>
Academic Lecture and Cultural	\$1.00	\$1.00
<b>Total</b>	<b>\$27.60</b>	<b>\$30.00</b>

## Budget Highlights

### Financial Assistance – New Priorities

#### I.

Increase Resident Fee Waivers to 3.1% of Funding



#### II.

Increase Student Emergency Loan Program

##### Examples:

- Replace Car Battery
- Replace Stolen Books
- Fill Prescription
- Unforeseen Emergencies

FY 2004 Total Amount Available: \$5,000  
 FY 2005 Total Amount Available: \$7,500

## ***Budget Highlights***

### ***Annual Tuition and Fee Comparison – Resident Student***

1 Year or 30 Credit Hours Cost

OSRHE Regional Peer  
Institutions Resident Tuition  
and Mandatory Fees Forecast  
for  
2004-05

\$3,527

Proposed Cameron 2004-05  
Resident Tuition and  
Mandatory Fees

\$3,000

(85.1% of Regional Peer Institutions)

Cameron 2003-04 Resident  
Tuition and Mandatory Fees

\$2,778

***Cameron continues to be a great value!***