

TO: Academic Deans  
FROM: Susan Gillman, Chair  
Committee on Planning and Budget  
DATE: April 13, 2009  
RE: Questions for Deans' upcoming consultations on the budget

Given the assurances from the CPEVC that he will consider modifications to the budget reductions (targets, principles, approaches) outlined in his letter of March 4, 2009, the Committee on Planning and Budget (CPB) will continue with our planned consultations. To that end, please respond to the following questions, which we have formulated in order to address the specific issue of the impact of your planned cuts on instruction and research (I & R). We assume that you have been considering these kinds of questions as you assembled your reduction plans and that you will be able to provide written responses within a few days. We aim to review your responses and then to schedule a consultation as soon as possible.

**To assess the impact of the return of the funds you plan for your division, we ask that you focus *not* simply on the funding source (FTE, TA, TAS) but on the functions that will be curtailed or eliminated.**

1. Given that I & R support funds cover a variety of activities, what will you no longer be able to support once you have returned the FTE in your plan?
2. How will you balance the return of FTE with cuts to TA and TAS budgets?
3. What impact will the cuts have on the curriculum: course availability, capacity, effectiveness?
4. What changes will be effected in the delivery of instruction (lecturers versus ladder-rank faculty as primary instructors)?

**Realignment and reorganization of functions:**

1. What changes in administrative structures (including divisional and department units such as the business office, curricular planning committees, advising) will be made?
2. What restructuring of programs and/or departments do you envision, and what are the gains and losses of those planned structural changes?
3. What changes in research organization and funding (including graduate student support) will be made?
4. Can you sum up the reductions in the form of a synoptic plan rather than a series of piecemeal cuts?

Once we have all of your responses, we will schedule a date for consultations.