To: David Backus and Daniel Smith  
From: Martin Dorph  
Subject: Tenured and Tenure-Track Faculty Senators Council Budget Recommendations for Fiscal 2016  
Copy: Provost David McLaughlin, Exec Vice President for Operations Alison Leary, Members of the SFAC  
Date: April 28, 2015  

I am pleased to provide a response to the T&TT Faculty Senator’s Council memo dated March 4, 2015 (attached).

Salary/AMI
The policy of the University is to provide, within available resources, an annual merit increase (AMI) pool of sufficient size to remain competitive with peer institutions. It should also be noted that the 2.5% AMI pool that will be recommended to the Board of Trustees for approval compares with inflation of 1.3% for the 12 months ending August 31, 2014, as measured by the NY Metro Area CPI. The AMI pool for all full-time faculty has also exceeded inflation in fiscal 2015 and each of the three prior years.

Budget Framework
I welcome the faculty’s active engagement through the Senate Financial Affairs Committee in the discussion and development of ideas for increasing revenue and decreasing costs. Discussions of proposals that are specific to individual schools or departments are best conducted within those schools or departments. However, to the extent the concepts can be generalized, they could and should be discussed at the SFAC.

I note the various ideas reported in the poll of T&TT FSC members. Let’s identify ideas and suggestions from that list, a similar list compiled by the FTNTT/CF FSC members, and any other ideas, as agenda items for the SFAC during the 2015-2016 Academic Year.

Supporting Data
The provision of school-specific or department-specific financial data is a topic that requires further discussion.
To: Martin Dorph  
Cc: Anthony Jiga, Members of the Senate Financial Affairs Committee 
From: Dave Backus and Dan Smith for the Finance and Planning Committee of the Tenured and Tenure-Track Faculty Senators Council  
Re: Budget Planning Parameters for Fiscal 2015  
Date: March 4, 2015

This draft was written by Dave Backus and Dan Smith for the T-FSC Finance Committee after discussion at the T-FSC meeting on February 19. It does not at this point have the official endorsement of the T-FSC or its Finance Committee. We see it as a discussion document, intended to convey some of the issues we would like to see the budget process address.

Last year we went beyond the traditional call for a higher salary pool and suggested that we “explore ways in which the University can save money that might go toward higher salaries for faculty.” We would like to continue along the same path and have some concrete proposals for moving forward.

With this in mind, we make these recommendations:

1. Salary/AMI. We understand that raises sometimes come outside the official salary pool, and that the University provides significant non-monetary compensation, including housing and healthcare benefits. But we want to reiterate the key role played by faculty in the education of our students and the importance of maintaining levels of compensation that make NYU an attractive employer for talented scholars and teachers. Our colleagues have a wide range of opinion on the subject (see poll summary). We recommend their modal response of an AMI pool increase of 3.5%.

2. Budget framework. We would like the University to endorse the idea that NYU and its component parts will entertain constructive proposals from faculty to reduce costs or increase revenue, with the understanding that part of any financial benefits be contributed to faculty salaries. We do not want to limit ahead of time the range of ideas considered, but would guess that most will be at the school or department level.

3. Supporting data. The effort envisioned in #2 will work best if faculty groups have access school or department budgets and related information about resource allocation. We therefore recommend that the University provide the T-FSC with school-level data as appropriate. This will be an ongoing process, but we think we could make a good start with (a) a breakdown of school expenses and (b) a listing of courses taught throughout the University and their enrollments.
T-FSC 2015 Salary Poll Results
Summary of a poll of T-FSC members conducted by the T-FSC Finance Committee
February 2015

What salary pool increase (AMI) would you recommend?

![Bar Chart]

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<th>Salary Increase (%)</th>
<th>Number of Responses</th>
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Would you like to recommend actions to reduce costs or increase revenues in return for a larger salary pool?

32 responses: 18 yes, 12 no, 1 blank

What actions?

Answers include:

- We need greater budget transparency at the school and department levels to be able to make sensible recommendations.
- Reduce administration, especially highly-paid administrators (many mentioned this)
- Smarter technology
- Energy conservation would save a lot of money: eg, install light-dimming technology, convert to hybrid vehicles
- Shrink PhD programs
- Better alumni development
- Shrink faculty, increase class size, raise salaries
• Stabilize or reduce NYU’s size. And where did this Faculty of Global Public Health come from? Is it at least revenue neutral?
• Start new programs that would generate revenue
• Stop spending on refurbishing/renovations
• Cancel 2031 plan
• Shrink global sites, especially if they’re losing money

Other suggestions about the salary process

Answers include:

• The salary process should be more transparent. How is the AMI determined?
• Several responses commented on the distinction between normal and discretionary or targeted increases, particularly to those with outside offers.
• Underpaid faculty should not need to get outside offers.
• Automatic cost-of-living adjustments should be tied to inflation
• Faculty should evaluate the chair, just as the chair evaluates faculty
• Relate salary increases to housing and healthcare
• Focus more on salary level, less on percentage change

How do we get beyond “mine, mine, mine” fights over budget priorities?