



## Financial Support for Interdisciplinary Schools

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There are a number of financial issues common to all three Schools. Following is the perspective of the Provost's Committee on Integrated Planning (PCIP) to these common financial issues.

While the document *Faculty Members in Interdisciplinary Schools* is intended to address the principles and process of how academic appointments will be made to the Schools, it also provides general guidance related to the allocation of resources.

First, while we do not want to jeopardize current programming, the Schools afford us the opportunity to make better use of existing faculty by redeploying them to new environments and new teaching programs. An important consideration, however, in the final resource allocation decision for each School will be the extent to which current faculty members assume responsibilities inside the new Schools. Because there are no plans to "backfill" positions, Deans and others must be willing to negotiate the reallocation of faculty resources on the understanding that the Schools represent significant opportunities for the Colleges to enhance linkages and recruit new faculty.

Second, although each School proposal provides projections of faculty requirements, it is not advisable to establish resource levels too firmly in advance of programs and their operation. Combined with initial commitments from the Colleges, PCIP is prepared to make a partial commitment of resources that will allow for new faculty and staff resources to be assembled, but is not prepared to make a full commitment until "milestones" have been achieved. These milestones would include both having approved programs in place and reasonable assurance that projected levels of graduate student enrolment are attainable.

As our ability to increase graduate student enrolment is an important outcome from the creation of the interdisciplinary Schools and one that we expect will be considered in developing the milestones referred to above, this document will speak to the combined enrolment projections for the three Schools. It will then comment on the central funding that has been set aside for the Schools through the Academic Priorities Fund, followed by comments on PCIP's commitment to Chairs in the Schools. Finally, this document will comment on a number of other issues, including the expectation for each School to generate funds from other than central sources and College reallocations.

## Academic Priorities Fund

The Academic Priorities Fund (APF) will be the primary central funding source for the interdisciplinary Schools. A report on the APF at April 30, 2006, indicated that \$1.0 million in total would be permanently allocated to the three Schools and \$150,000 to a Master of Public Health (MPH) program. The report can be found at [http://www.usask.ca/vpacademic/integrated-planning/academic\\_priorities](http://www.usask.ca/vpacademic/integrated-planning/academic_priorities).

The report also indicated that at April 30, 2006, \$515,000 in available permanent funds had not been allocated. PCIP has determined that from these remaining funds, an additional \$300,000 will be allocated to support the three Schools.

In total then, PCIP is prepared to permanently allocate \$1.45 million from the APF to support faculty positions and additional resources within the three Schools, including the MPH program. PCIP is not prepared at this time, however, to make a final decision as to how the \$1.45 million will be allocated among the Schools. As indicated above, important considerations in the final resource allocation decision for each School will be the extent to which Deans and faculty members buy in to interdisciplinary Schools in the form of tangible commitments, and the extent to which each School is able to achieve its milestones.

PCIP is not expecting that each School will require the same level of incremental financial support; however, pending Council approval and subject to the development of appropriate milestones, PCIP will make an initial commitment to each School of \$250,000 annually, commencing in 2007/08. This commitment will be funded by an allocation from the APF and will allow each School to begin to assemble faculty and staff resources. We don't expect much if any of the allocation will be used to support the Executive Director's position in 2007/08. (For the School of Public Health, the \$250,000 commitment includes the Master of Public Health program, but PCIP also has a commitment to that program for 2006/07.)

While not related to the creation of the interdisciplinary Schools, \$1.0 million has already been permanently allocated from the APF to support graduate student scholarships, with \$500,000 allocated in 2005/06 and an incremental \$500,000 allocated in 2006/07.

## Incremental Graduate Student Enrolment

A considerable central investment and reallocation of College resources will be required to meet each School's request for new faculty and for appropriate leadership and administrative support. The most tangible outcome that we have from the creation of the proposed Schools is the projected incremental increase in graduate student enrolment.

The key word is "incremental"; that is, the Schools are not proposing to simply move students and faculty resources in existing programs to new programs and thereby

jeopardize our current programming. We simply do not have the financial capacity to “reshuffle the deck” and spend more money on top of our current expenditure base without realizing tangible outcomes.

The combined incremental graduate enrolment that is projected to result from the creation of the three Schools is depicted in schedules that form part of the Schools proposals. One schedule reports incremental intake and the other schedule reports incremental enrolment based on the annual intake. While the tuition rates used in the schedules are for illustrative purposes only, the rates are consistent with those used in the individual proposals.

PCIP expects that while approved professional and thesis-based programs may have a simultaneous intake of graduate students, initial priorities will be on developing professional programs.

The Schools must be able to demonstrate that they can substantially achieve the projected incremental graduate student enrolment before resources will be fully committed.

## Chairs

PCIP’s commitment for Centennial and Canada Research Chairs is as follows:

- Centennial Chair
  - PCIP will approve one Centennial Chair for a five-year term for each School, with the three Chairs supported by an \$8.0 million endowment created from undesignated funds raised through the *Thinking the World of Our Future* Campaign. The endowment will provide operating funds of \$360,000 per year or approximately \$120,000 per School; although, the allocation will be less in the initial years to accommodate salary growth.
  - At the amount proposed above, the annual funding to support one Centennial Chair will be similar in amount to one CRC tier II.
  - The specific terms for the Centennial Chairs will be finalized and communicated to the founding members of the Schools.
- Canada Research Chair
  - A number of CRC positions are available to the University. PCIP is committed to support at least one new CRC in each School.
  - The CRC Oversight Committee has agreed to support these allocations to the Schools consistent with the Strategic Research Plan.

## Other Issues

Other issues include space, graduate student support, and shared services. A discussion on the expectation for each School to generate funds from other than central sources and College reallocations follows in a separate section below.

- Space
  - Each School proposal comments on its space needs with varying levels of specificity; unfortunately, it is too early to provide a clear and concise space solution for each School based on what each might look like in five years.
  - Provision is being made, however, for each of the Schools to begin operation in 2008 with adequate start-up space. In the case of the School of Public Policy, this will involve occupying space in the Diefenbaker Center that will be vacated by the Native Law Centre upon completion of the Law expansion; in the case of the School of Public Health, this will involve reallocations of space within RUH property; in the case of the School of the Environment and Sustainability, specific options include space in Kirk Hall with the possibility of moving to the Thorvaldson Building when the new Health Sciences complex opens.
  - In the short-term, PCIP is considering the movement of administrative units to leased space off-campus. In the long-term, completion of the Health Sciences complex will resolve a number of space issues.
  
- Graduate Student Support
  - Each proposal includes a budget for some level of graduate student support, with the support generally identified as scholarships. While each proposal has a different request, a consistent approach is required that is fair and equitable for each School, but also considers the needs of current graduate programs.
  - Excluding professional programs, the incremental graduate student intake for thesis-based programs is projected to be 68 FTEs by 2011/12, with total enrolment projected to be 166 FTEs that same year.
  - While PCIP has a desire to provide scholarship support for the Schools, PCIP does not want to do so by reallocating existing scholarship funding. (As indicated above, however, we should not forget that support for graduate student scholarships was recently increased by \$1.0 million annually.)
  - An additional issue that cuts across each School is the level of graduate student support, including scholarships, that should be provided centrally, and the level that should be the responsibility of the Schools.
  - PCIP will make an initial allocation of graduate support to the Schools (see below) and ask the College of Graduate Studies and Research for further advice on the appropriate levels of support over the long term.

- Shared Services
  - Each proposal includes a budget line item for “shared ASPA services”. This budget item is intended to recognize that each School will require some combination of centralized support services such as financial administration, technology support, and/or outreach and development.
  - Before committing resources to each School for shared services, PCIP must have a broader discussion to determine the most efficient and cost effective way to provide the necessary services to all the Schools.

## Other Sources of Funds

Each School is quite appropriately concerned that it has access to the necessary financial resources to be successful. Conversely, if the financial resources are provided and the Schools are successful, then the University community needs a better understanding of what success looks like in financial terms. The Schools must be able to demonstrate that they will not be entirely reliant on funds from central sources and College reallocations. An appropriate level of funding support from any number of other sources should be a reasonable expectation.

For instance, each School is expected to have research programs that complement its mandate. The faculty members recruited to each School are expected to have track records of success in obtaining grants. With at least two research chairs, each School will have increased research capacity. As an outcome, each School will be expected to support some level of its activities through research overhead recoveries. The method of allocating research overhead recoveries to Schools, including Tri-Council indirect cost recoveries, has not been determined. PCIP will refer this issue to the Office of Research Services for consideration.

At this time, a modest amount has been identified in each School budget under “other” funding sources. Given the considerable central investment and reallocation of College resources that will be required, a higher amount can be expected for each School, but it is too early to determine the amount with any certainty. In the absence of that certainty, we should not simply assume that the resource needs will be met from central sources. This point supports the argument for the development of “milestones” and a phased approach to resource commitments to each School.

PCIP will ensure each School has access to initial scholarship funds by committing \$270,000 in total to the three Schools. This commitment will be funded by an allocation from the matching scholarship funds announced by the Province for 2007/08 and will allow each School to award initial scholarships at \$30,000 per year for each of three years.