

## Interdepartmental Communication

November 20, 1992

TO: Faculty Advisory Council Members  
FROM: Paul L. Tractenberg, Chair  
RE: FY 94 Budget Contingency Planning and FAC Committee Membership

This memorandum is to apprise you of two matters growing out of our November Council meeting, and to seek your input and action about them. They are: (1) the FY 94 Budget Contingency Planning process just initiated on this campus; and (2) the restructuring and proposed membership of the FAC's committees.

1. FY 94 Budget Contingency Planning Process. At our November 9 meeting, the Provost told us of the budget planning process which was to be launched at the November 12 Deans Council meeting. Attached is a copy of the Provost's memorandum to the deans and associate provosts, which he shared with me in my capacity as FAC Chair, describing the process.

As you will see, in the last sentence of the second paragraph on page 1 the provost indicates that he will be seeking the advice of the FAC budget committee about the development of a campus proposal. This part of the process will follow development of proposals at the school and unit level, which should be proceeding immediately toward a December 15 submission deadline. The Provost has exhorted the deans and associate provosts to "seek a broadly consultative process." At the FAC Executive Cabinet meeting this week, the Cabinet agreed that we should urge FAC members, within their schools and units, to do what they can to have the process comport with the Provost's exhortation.

Also attached to this memorandum is a copy of my November 20 memorandum to the Provost spelling out the broader FAC Executive Cabinet response to the budget contingency planning process.

Please call (x5433) or FAX (x1040) me any comments, suggestions or reactions about this very difficult and important matter. I am certain that a major part of our December 14 Council meeting will be devoted to a discussion of the campus proposal.

2. Restructuring and Proposed Membership of FAC Committees. Based on the sentiments expressed at the Council meeting, the

Executive Cabinet agreed that we should restructure the committees as suggested by the Provost, except that at this time we should not establish a Committee on Student Affairs and Student Services. Thus, there will be committees on: (a) Campus Facilities, Security and Support Services (a combination and expansion of our support services and computer policy subcommittees); (b) Academic Affairs and Joint Programs (a rearrangement of our campus mission and academic planning subcommittee); (c) Campus External Relations (an expansion of our Performing Arts Center subcommittee); and (d) Budget and Planning.

The chairs of our subcommittees have agreed to chair the most closely related new committee. The Executive Cabinet, in conjunction with the chairs, came up with the proposed membership of each committee, starting with those Council members who had already volunteered to work on the related subcommittee and adding those members who had not yet volunteered for any committee. The Budget and Planning Committee will be constituted as the Provost suggested--the Executive Cabinet plus any additional committee chairs.

The proposed committee lists follow. If we have guessed wrong about your interests, please let me know. However, we are expecting each Council member to serve on at least one committee.

Campus Facilities, Security and Student Services Committee

Miklos Vasarhelyi, Chair  
 Natalie Borisovets  
 Ann Cali  
 Ray Caprio  
 Frank Jordan  
 Earl Shaw

Academic Affairs and Joint Programs

Frank Jordan, Chair  
 Nabil Adam  
 Freda Adler  
 Pat Gartenberg  
 Warren Kimball  
 Edith Kurzweil  
 Adela Yarcheski

Campus External Relations

Clement Price, Chair  
Henry Christian  
Mary Ann Scoloveno  
Al Slocum  
David Whitcomb  
Sylvia Wolkstein

Budget and Planning

Paul Tractenberg, Chair  
Ann Cali  
Ray Caprio  
Frank Jordan  
Clement Price  
Mary Ann Scoloveno  
Miklos Vasarhelyi


I will try to participate in an ex officio capacity on the committees other than the Budget and Planning Committee, as much as time and energy permit.

I look forward to getting your reactions and suggestions at our next Council meeting or before.

cc: Provost Norman Samuels  
Sylvia Wolkstein

Interdepartmental Communication

November 20, 1992

TO: Provost Norman Samuels   
FROM: Professor Paul L. Tractenberg, Chair, FAC  
RE: FY 94 Budget Contingency Planning

Thank you for sharing with me, as FAC Chair, your November 11, 1992 memorandum to Newark Campus deans and associate provosts about the FY 94 Budget Contingency Planning process you have launched on this campus. After Dean Simmons distributed the memorandum to the law faculty, I assumed that I could share it with the FAC Executive Cabinet, on a confidential basis, at our meeting earlier this week.

I am writing to you on behalf of the Executive Cabinet to share some of the fruits of our discussion. In sum, we saw the FAC as having three functions in connection with the FY 94 Budget Contingency Planning process, all consistent with the general or specific procedures your memorandum contemplates.

First, as you requested at last week's FAC meeting, we will be providing you, in this memorandum and subsequently, with suggestions about the process or substance of the FY 94 contingency plan.

Second, FAC members will be asked to take appropriate steps within their schools and units to assure that the contingency planning process at that level is, in the words of your memorandum, "a broadly consultative process."

Third, the FAC budget committee, which I am officially constituting as you suggested (Executive Cabinet members and chairs of the other committees), will stand ready to advise you on the development of a Newark campus proposal. We understand that that may require devoting some substantial time between December 15 and January 15, and we are prepared to do so. However, so that we can offer the most effective and expeditious advice possible, the Executive Cabinet asked me to request that you provide us as soon as possible with those budget materials for FY 93 and otherwise which form the context for FY 94 budget contingency planning.

Let me conclude this memorandum with some preliminary reactions to and suggestions about the FY 94 Budget Contingency Planning process, reflecting views expressed at the Executive Cabinet meeting.

1. We should abandon the "turn-the other cheek" approach to absorbing state budget cuts. This time around we should stress the truly cataclysmic consequences of a 10-15% budget cut. The minimum dislocation approach has not seemed to be effective public relations or political lobbying. In any event, a budget cut of this magnitude, coming on top of years of somewhat smaller but still significant cuts, cannot be achieved with minimum dislocation.

2. There was strong sentiment against a budget reduction process which simply allocated cuts on a proportional basis among the campuses, given the belief that the Newark campus historically has been underfunded. A "proportionate" cut of the magnitude being considered actually would impose upon us a disproportionate blow to the bones, marrow and muscles of our academic programs.

3. At least for internal purposes, we need to consider the revenue-raising side of the ledger, as well as the expenditure-cutting side. For units on the Newark campus especially, part of this consideration should entail the possibility of renegotiating with the central administration the percentage of locally-generated funds which wind up in New Brunswick or elsewhere. Indeed, the whole issue of campus autonomy may be implicated in both the short-term contingency planning and the longer-term strategic planning processes we are undertaking this year.

4. We need to have as clear an understanding as possible about how the FY 94 Budget Contingency Planning process relates to or may affect the Middle States mission process and the Strategic Planning process.

5. Some Executive Cabinet members felt strongly that the central administration, including the President's "pet projects," should take at least a proportionate hit in a time of fiscal exigencies.

If you have questions about these reactions and suggestions, or about anything else in this memorandum, please let me know.

cc: Council members