

## **Executive Committee Report for March and April 2018**

The Executive Committee of the Faculty Senate did not meet in March due to a weather related cancellation and a conflict with a joint meeting of the Board of Trustees and the University of Louisville Athletic Association Board of Directors.

The Executive Committee met three times in April (April 4, 18, and 25), hearing reports from Student Government, the Faculty Senate Chair, and Standing Committees at each meeting

On April 4 the XC discussed the evaluation of Course Fees, and continues to encourage the University to seek other sources of evaluation aside from placing a question on course evaluations. The XC discussed House Bill 200, and guidelines for Program Closures, which were also discussed at the April 4 Faculty Senate meeting. The XC sent a letter to Governor Bevin, and the letter is attached to this report.

The XC met on April 18 and discussed parking issues and provided feedback to the Senate Chair regarding issues (i.e. what is working, what is not working) under the office of the COO. The request for feedback came from the COO, Dr. Joseph Han.

Susan Howarth and an advisory team from Huron presented the University of Louisville Revenue Targets Model, and Susan discussed the current status of the budget. Please see the attached PowerPoint regarding the UofL Revenue Targets Model.

The XC also met with the Nepotism/Tenure subcommittee of the Board of Trustees on April 18, and the chair of that subcommittee is recommending to the Board of Trustees that the committee's work is completed, and that UofL meets the benchmark standards regarding Promotion and Tenure as well as Post Tenure Review.

Angela Taylor and Joy Hart joined the XC on April 25<sup>th</sup> to receive feedback on proposed changes to 6.8 in the Redbook (Student Grievance Procedures) and the Student Code of Conduct (please see attached). The XC also discussed the Business Plan for UofL Online and the proposed changes to Performance Evaluations for staff. The XC discussed the role of the unit in online program development, as well as the need for national marketing, incentives to develop online programs, and the overall infrastructure of the program.

Respectfully Submitted by Krista Wallace-Boaz  
Vice Chair, Faculty Senate

Other Vice Chair Activities, April:  
Pre-Senate meeting with Dr. Postel  
Pre-Senate meeting with Dr. Billingsley  
Search Committee, Ombuds  
ULAA Full Board Meeting and Committee Meetings  
CAP

Dear Governor Bevin,

The Faculty Senate of the University of Louisville writes to strongly oppose the pending Budget Bill reducing funding for higher education and permitting unilateral Board of Trustees and Regents authority to summarily eliminate or modify programs and dismiss tenured faculty.

We believe this budget will disadvantage the University of Louisville as an engine for economic growth, thus harming the training and education of students. We believe that the summary elimination of programs threatens the academic integrity of the University. Faculty are actively engaged in our responsibility to create programs to attract students and prepare them to participate as active citizens in Kentucky and our diverse economy.

It is essential that faculty and university administrators retain the authority to evaluate the need for program closures, working collaboratively through an internal process that embraces integrity and transparency. Summary program closures would harm our students and our economy, and would have ramifications for accreditation of all Kentucky universities.

We urge you to restore the budget cuts to the University of Louisville and issue a line-item veto for the program elimination provision of the Budget Bill.

Faculty Senate Executive Committee

Enid Trucios-Haynes  
Faculty Senate Chair

Krista Wallace-Boaz  
Faculty Senate Vice Chair

## **Article 6.8 Student Complaint and Grievance Procedures**

### **Sec. 6.8.1 Individual Recourse**

Any student who believes they have been treated unfairly, discriminated against, or have had their rights abridged may initiate a complaint or grievance within one year from the event. The student will first seek to have the matter resolved through informal discussion and through administrative channels.

#### Definitions:

1. A complaint is defined as a written expression of an academic or non-academic issue that a student has with a faculty member/instructor, staff member, administrator, department, program, or contracted agent regarding a decision made, service provided, or process applied. For complaints against another student, refer to the University of Louisville Code of Conduct. Academic matters are defined as those concerning instructional activities, research activities, activities closely related to either of these functions, or decisions involving instruction or affecting academic freedom. All other matters are non-academic.
2. A grievance is defined as a student initiated formal escalation of an unresolved academic complaint.
3. In grievance matters, the student filing the grievance is referred to as the grievant. The phrase "persons directly involved" means the grievant and those who are alleged to have brought about the condition upon which the grievance is based.

### **Sec. 6.8.2 Student Grievance Officer**

There will be a Student Grievance Officer appointed by the President from a list of three faculty/staff members nominated by the Student Government Association. The representatives of the Student Government Association will meet with the Office of the President to establish and review the duties and functions, the term and structure of the office, and budgetary arrangements necessary for the effective functioning of the Student Grievance Officer.

The Student Grievance Officer is responsible for informing students of their rights and obligations under the grievance procedure and especially the deadlines that have been established. The Student Grievance Officer will seek to resolve informally as many grievances as possible.

### **Sec. 6.8.3 Student Advocate**

The Student Advocate is a staff member in the Dean of Students Office. The Student Advocate manages the student complaint process and will assist students in resolving individual complaints or forwarding complaints to the appropriate unit, department or program contact.

#### Sec. 6.8.4 Student Complaints

The student complaint process is the initiating step for both academic and non-academic related matters. For academic matters, the student complaint process serves as an informal resolution process through which the Student Advocate engages with the student to pursue a mediated resolution with the Unit person, department or program involved, prior to the initiation of the Grievance Hearing process. For non-academic matters, where the final appeals decision rests with the Dean of Students, the student complaint is the initiating step in the determination process.

##### Sec. 6.8.4.1 Initiating a Complaint

A complaint must be submitted in writing to the Office of the Dean of Students. Upon receipt of a written complaint, the Student Advocate or designee will contact the student within 3 (three) business days. For purposes of Section 6.8, “business days” shall exclude all University-observed holidays. The Student Advocate will notify the student as to whether the matter is academic or non-academic based upon the issues identified by the student. The Student Advocate or designee may assist the student in resolving the complaint, or forward the complaint to the appropriate division, unit, or department contact. In all cases, the student should first attempt to discuss the matter at issue with the person, department, or program directly involved.

In all cases, the Student Advocate and the appropriate contact will attempt to resolve the complaint within 21 (twenty-one) business days.

##### Sec. 6.8.4.2 Academic Matters

If the complaint involves an academic matter, and a satisfactory resolution cannot be reached, the student will be referred to the Student Grievance Officer. The student may then initiate the Academic Grievance Procedure.

##### Sec. 6.8.4.3 Non-Academic Matters

If the complaint involves a non-academic matter, and informal means or mediation has not resulted in a resolution of the complaint, the unit, department, or program head (or designee) will issue a written determination on the underlying issue in dispute no later than 21 (twenty-one) business days following initiation of the complaint, unless a reasonable extension of time is required.

If the student is not satisfied with the written determination of the non-academic complaint, the student may submit a written appeal to the Dean of Students or designee within 10 (ten) business days. The appeal may be for one or more of the following reasons:

1. The information presented during the review was not sufficient to justify the decision reached.

2. The review of the complaint was conducted in a way that did not permit the student the opportunity to present the relevant facts.
3. Additional information was not presented that would likely change the outcome.

The appeal must be in writing and contain:

1. Student name and student identification number, and contact information, including email address.
2. A detailed description of the nature of the appeal.
3. A copy of the original complaint, the written determination which the appeal seeks to overturn/reverse, and supporting documents including any materials regarding the findings or proposed resolution from the initial case.
4. The specific grounds supporting the appeal. This documentation must meet at least one of the reasons for appeal listed above.
5. A statement of the remedy requested.

Within 21 (twenty-one) business days, the Dean of Students or designee will render a final decision on behalf of the University.

#### Sec. 6.8.4.4 Record-Keeping

In all cases, a record of the complaint and steps taken in the complaint process will be documented and a copy maintained by the Student Advocate. The document will be maintained in accordance with applicable University recordkeeping policies.

#### Sec. 6.8.5 Academic Grievance Procedure

With the exception of the School of Interdisciplinary and Graduate Studies, the faculty of each academic unit specified in *The Redbook* will, in consultation with the Student Council of that unit, establish a unit Academic Grievance Committee and procedures for processing student grievances concerning academic matters. Each unit's student grievance committee will receive and make recommendations on formal grievances to its dean.

The Graduate Student Academic Grievance Committee will be considered the unit academic grievance committee for students enrolled in the School of Interdisciplinary and Graduate Studies (SIGS). The Graduate Student Academic Grievance Committee will have original jurisdiction over grievances brought forth by students enrolled in SIGS. The composition of the Graduate Student Academic Grievance Committee will be defined within the Bylaws of the School of Interdisciplinary and Graduate Studies.

#### Sec. 6.8.6 Hearing Procedures in Original Jurisdiction

Only after attempting a resolution of the issue(s) in dispute through the Student Complaint process, a student may request a grievance hearing by providing a written statement to the unit grievance committee that includes the following:

1. A brief narrative of the condition giving rise to the grievance.
2. A designation of the parties involved.
3. A statement of the remedy requested.

The Student Grievance Officer will provide contact information for the specific unit grievance committee.

Each grievance committee will recommend to the dean of the unit, within 21 (twenty-one) business days of receipt of a written statement of grievance, whether there are sufficient grounds to accept a case for hearing. If the grievance directly involves the dean, the recommendation as to whether there are sufficient grounds to accept a case for hearing will be referred for decision to the University Provost or designee.

The dean will agree or disagree with the committee's recommendation within ten (10) business days. The dean will notify all persons directly involved of the committee's recommendation, whether the dean agrees or disagrees, the reason(s) supporting his or her decision, and the appropriate course of action as detailed below:

1. If the committee recommends a hearing and the dean agrees, the case will be heard.
2. If the committee does not recommend a hearing and the dean agrees, the case will not be heard.
3. If the committee does not recommend a hearing and the dean disagrees, the case will be heard.
4. If the committee recommends a hearing and the dean disagrees, the case will not be heard. However, the student will have 21 (twenty-one) business days to submit to the dean a written petition that outlines reasons why the dean should reconsider. The dean shall render his or her decision within ten (10) business days of receipt of the petition.

If a case is to be heard, such hearing will be granted within 21 (twenty-one) business days of receipt of the concurrence of the dean, although such hearing may be subject to reasonable delay caused by availability of parties unless the grievance committee determines that delay would cause hardship to one or more of the parties to the grievance. The hearing shall follow the rules and procedures outlined by each Unit's Academic Grievance Procedure.

The grievant or any person directly involved will have the right to challenge any individual member of the committee for cause. In the event of challenge, the committee shall consider and rule on the challenge. The challenged member shall not vote on the challenge. In the case of disqualification, absence, or other inability to serve, alternates shall serve when possible.

#### Sec. 6.8.7 Unit Academic Grievance Committee Report

Each Unit Academic Grievance Committee will make its report, with recommendations for settlement of the case, to the dean of the unit with copies to the persons directly involved in the grievance within five (5) business days of the hearing. The dean shall render his or her final decision on the matter within five (5) business days of receipt of the report. In the event that the final decision of the dean is not in accord with the grievance committee's recommendation, the

reasons for that decision will be stated in writing to all persons directly involved and to the grievance committee.

If the grievance directly involves the dean, the report of the grievance committee will be referred for decision to the University Provost or designee. The dean will also receive a copy of the report.

#### Sec. 6.8.8 Appeals

After a final decision has been rendered by the dean of the academic unit, any party directly involved has the right to file an appeal with the University Student Grievance Committee in accordance with section 6.8.10.

#### Sec. 6.8.9 University Student Grievance Committee

The University Student Grievance Committee will have original but not exclusive jurisdiction over grievances which involve two or more academic units or involve issues which the Unit Academic Grievance Committee can show that it is unable to consider, or are outside its jurisdiction.

The University Student Grievance Committee will consist of four faculty members and three student members. The President or designee will select one of the committee's faculty members to serve as chair of the committee. The chair will vote only in the case of a tie in the voting by the other members of the committee. The committee will also have three alternate faculty members and three alternate student members. The faculty members will be elected for staggered three-year terms by the Faculty Senate. The student members will be selected for one-year terms by the Student Government Association. Insofar as possible, the faculty and student members will be selected in such a manner as to be representative of the broad range of academic units at the University of Louisville.

#### Sec. 6.8.10 Appellate Jurisdiction of the University Student Grievance Committee and the Graduate Student Academic Grievance Committee

Any party directly involved in a grievance hearing has the right to appeal the final decision of a grievance under one or more of the following conditions:

1. If the final decision of the dean or provost is not in concurrence with the recommendation of the unit academic grievance committee.
2. There was misrepresentation of material facts at the original hearing.
3. There is newly discovered information not available at the time of the original hearing that, if presented at the hearing, may have altered the hearing decision.

The appeal will be made within 21 (twenty-one) business days from the date of the final decision of the responsible administrator.

In an academic grievance in post-baccalaureate programs, other than J.D., M.D., D.M.D. programs and School of Medicine and School of Dentistry residency programs, the appeal should be directed to the Graduate Student Academic Grievance Committee. In any other academic grievance considered by a Unit Academic Grievance Committee, the appeal should be directed to the University Student Grievance Committee.

An appeal to or a hearing by the University Student Grievance Committee or to the Graduate Student Academic Grievance Committee will be based upon the record established by the Unit Academic Grievance Committee. The committee then may request additional information.

#### Sec. 6.8.11 Formal Procedure

Both the appellate and the original jurisdiction of the University Student Grievance Committee will be initiated through a written grievance document sent to the chair of the University Student Grievance Committee with a copy sent to the Office of the President. The University Student Grievance Committee will decide whether there are sufficient grounds for a hearing and in doing so it will consult with the Student Grievance Officer.

#### Sec. 6.8.12 Hearing Procedure

If a grievance is to be heard involving original jurisdiction, the University Student Grievance Committee will first hear information presented by the grievant. The committee will not be bound by strict rules of evidence and may admit any information of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable information available. All parties in a grievance will have the opportunity to make of one (1) preemptory challenge with reference to the membership of the committee.

#### Sec. 6.8.13 Remedies

In a case involving original jurisdiction, the University Student Grievance Committee will render a finding of fact and, where appropriate, recommend a remedy after hearing all of the evidence. In a case involving appellate jurisdiction, the University Student Grievance Committee or the Graduate Student Academic Grievance Committee must not substitute its judgment on the merits for that of any faculty body or administrator whose decision is being considered. The committee may affirm the decision of a faculty body or administrator whose decision is the subject of the grievance, but should the committee find that the decision being appealed was not based on proper consideration of the evidence, it may direct that a reconsideration be made, indicating specifically the errors it believes have been committed. After such reconsideration, the committee will recommend affirmation, modification, or reversal of the decision as reconsidered, and will submit same as the committee report.

Reports of the University Student Grievance Committee and reports of the Graduate Student Academic Grievance Committee in cases of appeal will be sent to the University Provost. Reports of the University Student Grievance Committee involving a grievance against the



University Provost will be sent to the Office of the President. The University Provost or the Office of the President will act upon the committee's report in the following manner:

1. The University Provost or President may accept the remedy recommended by the University Student Grievance Committee or the Graduate Student Academic Grievance Committee within 28 business days, in which case the University Provost or the President will take action to implement the remedy.
2. The University Provost or the President may remand the case once if in its judgment the finding of facts was clearly contrary to the weight of the credible evidence.
3. The University Provost or the President may disagree with the recommendation in whole or in part, and in so doing it will state recommendations and reasons therefore, in writing, to the University Student Grievance Committee or the Graduate Student Academic Grievance Committee and to all persons directly involved, and will provide an opportunity for response before taking final action. The University Provost or the President is responsible for taking final action.

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# Code of Student Rights and Responsibilities

## Section 1.

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### Purpose

In carrying out its mission, the University has an obligation to maintain conditions under which the work of its students can freely go forward in accordance with the highest standards of institutional integrity and freedom of expression. These policies defined herein address the Rights and Responsibilities of students to maintain university-wide standards for implementing campus regulations that are designed to protect and promote the rights of its community members; and prevent interference with university functions or activities to assure compliance with all applicable University policies.

The Code of The Code of Student Rights and Responsibilities is set forth in writing in order to provide give students with general notice of certain of their rights and responsibilities at the University of Louisville. Further rights and responsibilities are set forth in other University rules and policies, including the Code of Student Conduct, Student Handbook, Residence Hall contracts, graduate and undergraduate catalog, and academic unit bulletins website. It is the students' responsibility to be aware of all University rules and policies; students should check with the Dean of Students Office for Student Life and with their academic units if they have any questions about the purposes or intent of these policies.

The University is a public educational institution for adults rather than a custodial institution. Consistent with the role of the University to educate its students and to stimulate student autonomy and independence, University regulation and supervision of student life on and off campus is are limited. The University does not assume responsibility or liability for the conduct of its students; responsibility and liability for student conduct rests with the student as inherent attributes of his or her the student's adult status, concurrently along with the student's freedom of choice regarding his or her presence at the University and his or her the student's individual conduct and associations.

## Section 2.

### Definitions

When used in this Code:  
When Used in this Code:

A. The term "academic dishonesty" means obtaining or seeking to obtain an unfair academic advantage for oneself or for any other student; it includes lying, cheating, stealing, or engaging in otherwise dishonest conduct in the course of or related to any academic exercise.

B. The term "academic exercise" means any test, quiz, examination, speech, presentation, paper, field or laboratory work, or any other academic activity on which a student is evaluated in a course.

C. The term "group" means a number of persons who are associated with each other and who have not complied with the University requirements for recognition as an organization.

D. The term “organization” means a number of persons who are associated with each other and who have complied with the University requirements for recognition.

E. The term “student” means any person taking courses at the University, either full time or part time, pursuing undergraduate, graduate or extension studies on a regular quarter, semester, or summer term basis.

F. The term “student broadcast” means oral material published on a student operated radio or television station.

G. The term “student press” means either a student publication or a student broadcast.

H. The term “student publication” means written material published by a student organization.

I. The term “~~instructor~~teacher” means any person hired by the University to conduct classroom activities. In certain situations, a person may be both “student” and “~~instructor~~teacher.”  
~~Determination of the~~A person’s status in a particular situation shall be determined by the ~~surrounding~~ circumstances under consideration.

J. The term “University” means the University of Louisville and, collectively, those responsible for its control and operation.

## Section 3.

### Admission and Financial Aid

All applicants for admission and financial aid to the University shall be considered without regard for ~~race, sex, age, color, national origin, ethnicity, creed, religion, disability, genetic information, sexual orientation, gender, gender identity and expression, marital status, pregnancy, or veteran status – except where sex, age, or ability represent bona fide educational qualifications~~~~race, color, national origin, religion, sex, handicap not affecting qualification~~ or political beliefs.

## Section 4.

### Classroom Rights and Responsibilities

A. A student shall be evaluated on demonstrated knowledge and academic performance, and not on the basis of personal or political beliefs or on the basis of race, color, national origin, religion, sex, age, or handicap not affecting academic performance.

B. A student has freedom of inquiry, of legitimate classroom discussion, and of free expression of ~~his or her~~ the student’s opinion, subject to the ~~instructor’s~~ teacher’s responsibilities to maintain order and to complete the course requirements.

C. A student is responsible for fulfilling the stated requirements of all courses in which he or she is enrolled.

D. A student has the right:

1. to be provided, ~~in reasonable detail~~ at the first or second class meeting, with a syllabus explaining the course requirements, assignments, standards and methods used in evaluating the student’s

academic performance and classroom rules and expectations; ~~4. to be informed in writing of any necessary changes in assignments, requirements, or methods of grading during the semester with the reasons for such changes.~~

2. ~~To be informed in writing and in reasonable detail at the first or second class meeting of course requirements and assignments;~~

3. ~~to be informed in writing and in reasonable detail at the first or second class meeting of standards and methods used in evaluating the student's academic performance;~~

4. ~~to be informed in writing of any necessary changes in assignments, requirements, or methods of grading during the semester with the reasons for such changes.~~

E. A student has the right to confidentiality in the student/instructor relationship regarding the student's personal or ~~personal or~~ political beliefs. However, if there is a potential violation of law, University policy, or a safety concern for self or others, then an instructor can disclose the information. Disclosures of a student's ~~personal or~~ political beliefs, expressed in writing or in private conversation, shall not be made public without explicit permission of the student.

## Section 5.

### Academic ~~Integrity~~~~Dishonesty~~~~Dishonesty~~

The University of Louisville pursues excellence in its work to educate and serve its community with integrity. Academic dishonesty is prohibited at the University of Louisville ~~offense~~ because ~~it~~ it diminishes ~~es~~ the quality of scholarship, ~~prohibits~~ ~~independent thought that is essential to intellectual growth and development,~~ makes ~~s~~ accurate evaluation of student progress impossible, and defrauds ~~s~~ those in society who must ultimately depend upon the knowledge and integrity of the institution and its students and faculty.

Academic dishonesty includes, but is not limited to, the following:

~~Academic integrity is violated by any dishonest act that is committed in an academic setting, includingy includes, but is not limited to, the following:~~

#### B. *Fabrication:*

Inventing or making up data, research results, information, or procedures, including a record or any portion thereof regarding internship, clinical, or practicum experience.

#### C. *Falsification:*

Altering or falsifying information, such as:

1. Changing grade reports or other academic records.
2. Altering the record of experimental procedures, data, or results.
3. Altering the record of or reporting false information about internship, clinical, or practicum experiences.
4. Forging someone's signature or identification on an academic record.
5. Altering a returned examination paper in order to claim that the examination was graded erroneously.
6. Falsely citing a source of information.

#### D. *Multiple Submission:*

The submission of substantial portions of the same academic work, including oral reports, for credit more than once without prior authorization by the ~~instructors involved~~ ~~teacher involved~~.

#### E. *Plagiarism:*

Representing the words or ideas of someone else as one's own in any academic exercise, such as:

1. Submitting as one's own a paper written by another person or by a commercial "ghost writing" service,
2. Exactly reproducing someone else's words without identifying the words with quotation marks or by appropriate indentation, or without properly citing the quotation in a footnote or reference.
3. Paraphrasing or summarizing someone else's work without acknowledging the source with a footnote or reference.
4. Using facts, data, graphs, charts, or other information without acknowledging the source with a footnote or reference. Borrowed facts or information obtained in one's research or reading must be acknowledged unless they are "common knowledge." Clear examples of "common knowledge" include the names of leaders of prominent nations, basic scientific laws, and the meaning of fundamental concepts and principles in a discipline. The specific audience for which a paper is written may determine what can be viewed as "Common knowledge.": for example, the facts commonly known by a group of chemists will differ radically from those known by a more general audience. Students should check with their [instructorsteachers](#) regarding what can be viewed as "common knowledge" within a specific field or assignment, but often the student will have to make the final judgment. When in doubt, footnotes or references should be used.

#### F. *Complicity in Academic Dishonesty:*

Helping or attempting to commit an academically dishonest act. The academic units may have additional guidelines regarding academic dishonesty. It is the student's responsibility to check with their [instructorsteachers](#) and academic units to obtain those guidelines.

## Section 6.

### Discipline Procedures for Academic Dishonesty

Charges of academic dishonesty shall be handled through the appropriate academic unit level procedures.

An academic unit that determines that a student is ~~guilty of responsible for~~ academic dishonesty may impose any academic punishment on the student that it sees fit, including suspension or expulsion from the academic unit. A student has no right to appeal the final decision of an academic unit. However, a student who believes that he or she has been treated unfairly, has been discriminated against, or has had his or her rights abridged by the academic unit may file a grievance with the Unit Academic Grievance Committee, pursuant to the provisions of the Student Academic Grievance Procedure; the Unit Academic Grievance Committee may not substitute its judgment on the merits for the judgment of the academic unit.

An academic unit that suspends or expels a student from the academic unit because the student has been found ~~guilty responsible of for~~ academic dishonesty may recommend to the University Provost ~~or designee~~ in writing that the student also be suspended or expelled from all other programs and academic units of the University. Within four weeks of receiving such a recommendation, the Provost shall issue a written decision. Neither the student nor the academic unit shall have the right to appeal the Provost's decision. ~~However, a student who believes that he or she has been treated unfairly, has been discriminated against, or has had his or her rights abridged by the issuance of a decision by the Provost may file a grievance with the University Student Grievance Committee, pursuant to the provisions of the Student Academic Grievance Procedure; the University Student Academic Grievance Committee may not substitute its judgment on the merits for the judgment of the Provost.~~

## Section 7.

### Freedom of Campus Expression

A. Students or student organizations have the right of freedom of expression to the extent allowed by law.

B. Students or student organizations may picket or demonstrate for a cause, subject to the following conditions:

1. The students or student organizations must act in an orderly and peaceful manner.
2. The students or student organizations must not in any way interfere with the proper functioning of the University.
3. ~~Where~~ students or student organizations demonstrate in an area not traditionally used as an open public forum, the University reserves the right to make reasonable restrictions as to time, place, and manner of the student demonstrations.

C. Students or student organizations may distribute written material on campus without prior approval, providing such distribution does not disrupt the operations of the University or violate University rules.

D. Students or student organizations may invite to campus ~~and hear on campus~~ speakers of their choice on subjects of their choice; approval will not be withheld by any University official for the purpose of censorship. The student or student organization must be present with the guest speaker during the event. The University reserves the right to make reasonable time, place and manner restrictions to activities that pose a risk to personal safety, university property, or facility security.

## Section 8.

### The Student Press

A. The student press is a vehicle to express and discuss news that occurs on campus and globally, student concerns, and student and opinions, and news that occurs on campus and globally. The student press is free to deal openly, fearlessly, and responsibly with issues of interest and importance to the academic community. There shall be no prior approval of student press content by the University.

B. The student press is responsible for adhering to the canons of responsible journalism and for complying with the law. Student publications and broadcasts shall not publish libelous or slanderous matter, or any other content that violates the law.

C. All student publications and broadcasts shall explicitly state that the opinions expressed are not necessarily those of the University or its student body.

D. Students may not be disciplined by the University for their participation with the student press except for violations of University rules that are not inconsistent with the guarantees contained herein.

## Section 9.

## University Facilities

Appropriate University facilities shall be available to organizations within the University community for regular business meetings, for social programs, and for programs open to the public.

A. Reasonable conditions may be imposed to regulate the timeliness of requests, to determine the appropriateness of the space assigned, to regulate time and use, and to insure proper maintenance. The University reserves the right to make reasonable restrictions to activities that pose a risk to personal safety, university property, or facility security.

B. Events must be registered with the Office of Student Involvement. The registration form is located on the Office of Student Involvement website at <http://louisville.edu/studentactivities/forms/reservation/view>.

CD. Allocation of space shall be made based on priority of requests and the demonstrated needs of the organization.

DE. Charges may be imposed for any unusual costs for use of facilities.

EE. Physical abuse of assigned facilities may result in reasonable limitations on future allocation of space to offending parties and will require restitution of damages.

FG. The organization requesting space must inform the University of the general purpose of any meeting open to persons other than members and the names of outside speakers. The University reserves the right to make reasonable restrictions to activities that pose a risk to personal safety, university property, or facility security.

## Use of University Name and Insignia

No individual, group, or organization may use the University of Louisville name or insignia without the express authorization of the University except to identify its affiliation with the University. affiliation. University approval or disapproval of any policy or issue may not be stated or implied by any individual, group, or organization.

## Section 11.

### Campus Residence Facilities

Students have the right of privacy in campus residence facilities.

A. Nothing in the University relationship or residence hall contract may expressly or implicitly give the institution or residence hall officials authority to consent to search of a student's room or residence by police or other law enforcement officials unless they have obtained a search warrant.

B. The University reserves the right to enter a student's room in a residence hall or a student's apartment in a campus residence:  
in emergencies where imminent danger to life, safety, health, or property is reasonably feared;  
to make necessary repairs, improvements, or alterations in the facility;

to provide necessary pest control services; or  
to inspect the facility as deemed necessary by the University.

## Section 12.

### FERPA/Privacy Guidelines~~Student Records~~

The ~~privacy and~~ confidentiality of all student records shall be preserved in accordance with privacy rights under the Family Educational Rights and Privacy Act (FERPA); ~~applicable laws~~. ~~The University shall establish and adhere to a clear and definitive records policy.~~

## Section 13.

### Recognized Student Organizations~~Campus Organizations~~

Organizations and groups may be established within the University for any legal purpose. Affiliation with an extramural organization shall not, in itself, disqualify the University branch or chapter from University privileges. A student group shall become a formally recognized student organization through procedures established by the Student Government Association, upon approval of the ~~Vice Provost~~resident for Student Affairs; ~~Dean of Students~~.

A. Groups of a continuing nature must institute proceedings for formal recognition if they are to receive benefits from the University.

B. Recognition of an organization by the University confers neither approval nor disapproval of the aims, objectives, and policies of the organization, nor liability for the actions of the organization.

C. Membership in all University-related organizations shall be open to any member of the University community who is willing to subscribe to the stated aims and meet the stated obligations of the organization, provided such aims and obligations are lawful.

D. ~~Membership lists are confidential and solely for the use of the organization, except that n~~Names and addresses of current organization members shall be reported to the University as a condition of continuing University recognition.

E. Whether on or off campus, any organization that engages in activities either that are illegal or contrary to any University policy may have sanctions imposed against it, including withdrawal of University recognition.

## Section 14.

### **Promulgation of University Rules Affecting Students**

Rules and ~~Policies~~ policies affecting ~~the~~ students shall be published in the Student Handbook, in the appropriate University ~~bulletins~~ website, or in any other appropriate publication prior to their enforcement. Included in the Student Handbook are the following: Academic Grievance Procedure, Code of Student Conduct, Student Sexual Misconduct Policy, Code of Student Rights and Responsibilities, Policy on Consumption of Alcoholic Beverages for Recognized Student Organizations, Hazing and Initiation Activities Policy, Non-academic Grievance Policy and the



Sexual Harassment Policy. Copies of The Student Handbook are available from the Student Involvement Office/Office of Student Life online at <http://louisville.edu/dos/students/studentpoliciesandprocedures/student-handbook>.

DRAFT

# University of Louisville Revenue Targets Model

Faculty and Staff Senate  
Executive Committees

April 18, 2018



# AGENDA

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Project Status

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Revenue Targets  
Methodology

3

Initial Revenue  
Targets

4

Implementation  
Next Steps

# PROJECT STATUS

# Objectives

The near-term objective was to establish revenue targets by academic unit for fiscal year 2019. To accomplish that objective, Huron Consulting Group performed the services listed below.

- Facilitate meetings with the Revenue Target Steering Committee and other stakeholders
- Refresh activity driver information (e.g., enrollment data by school), as needed
- Update and refine the previously developed Excel revenue targets model
- Present revenue targets by school

## In Scope

### Model Attribution Methodologies

- Tuition
- Appropriations
- Etc.

Review, affirm, and update methodologies developed in 2017



### Revenue Targets Model

- Model update and refinement
- Academic units only
- FY19
- Target development

Update and refine the revenue targets model and develop revenue targets



## Next Phase

### Implementation of Revenue Targets

- Implementation Decisions
- Governance & Communication
- Reporting

Implementation steps for the University of Louisville

# REVENUE TARGETS METHODOLOGY

# Louisville's Current Budget Model

Louisville's current budget model is similar to that of many peer institutions, but a number are moving towards models that better couple revenues and expenses while providing incentives for revenue growth.

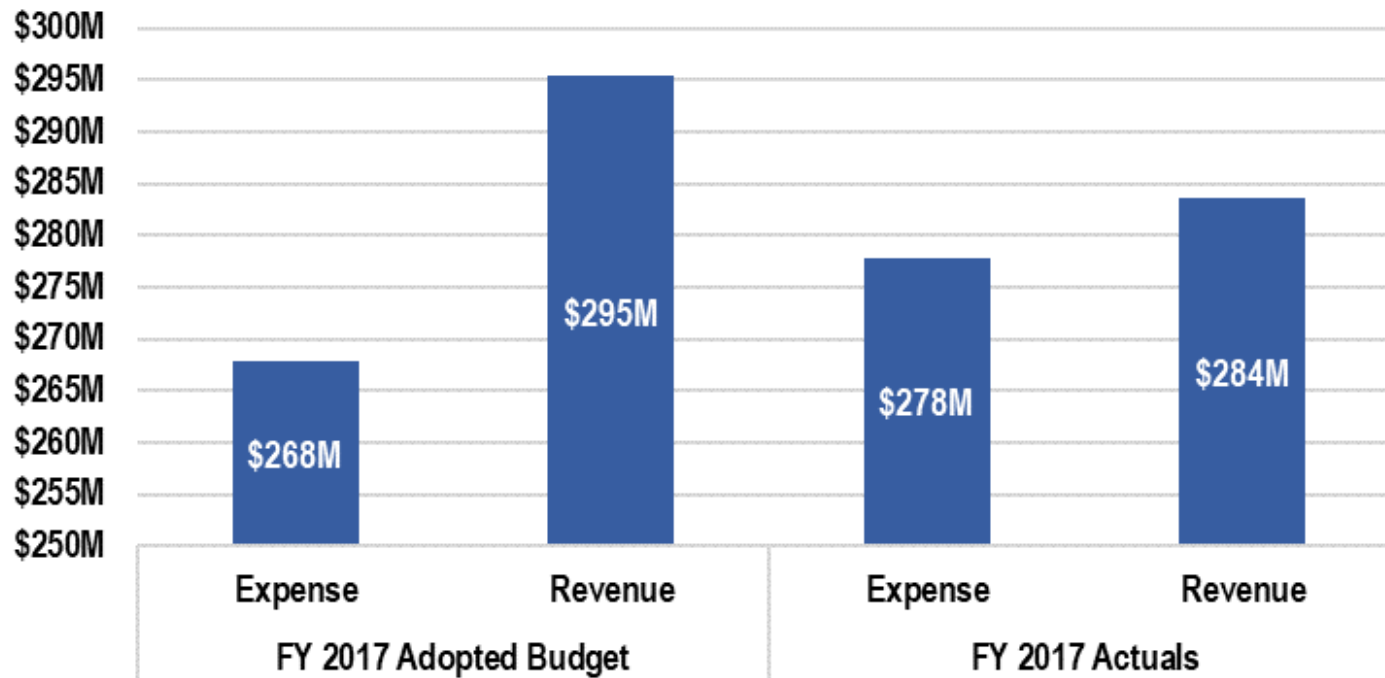
## Louisville's Current Budget Model

- ✓ Easy to implement and maintain
- ✓ Based on previous year's budget
- ✓ Stabilizes funding for academic programs
- ✓ Spending authority from new revenues, as well as budget cuts, are typically across the board
- ✗ Limited, if any, linkage between revenue creation and expense authority
- ✗ Limited incentive for revenue units to grow revenue (mostly focused on expense management)

# FY 2017 Expenses and Revenues

Overall, expenses and revenues are not tightly linked in Louisville's current budget model.

**FY 2017 Budgeted and Actual Funds**  
**- Academic Units Only, General Funds -**



General Funds: Tuition and Fees, State Appropriations, Auxiliary, Hospital-Related, Other



# Key Operational Definitions

**Expense or Expenditure Budget:** The amount of money that the university is authorizing a unit to spend in a given fiscal year (or other period of time) on specific items (labor, materials, etc.).

**Revenue:** The amount of money brought into the university based on its activities (teaching, research, fund-raising, etc.)

**Revenue Attribution:** The matching of revenue received by the university to specific units based on the activity (enrollments, instruction, research, etc.) of those units which resulted in the receipt of the revenue. The revenue is **attributed** to the activity of the unit. The revenue is not physically given, distributed or allocated to the unit.

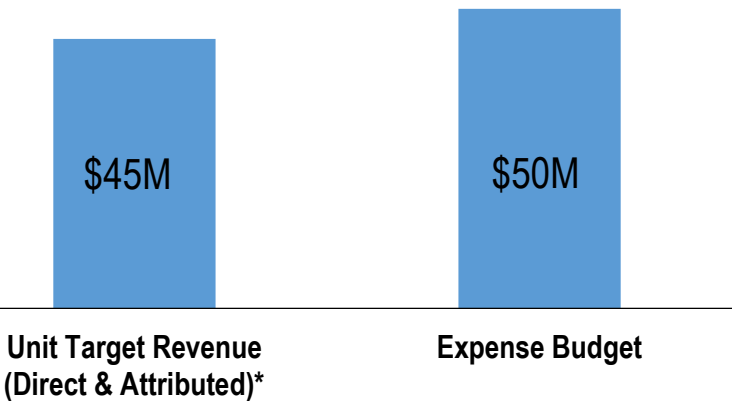
**Revenue Distribution or Allocation:** The act of providing revenue to a unit that can be directly spent by that unit. Revenue allocation is a method of sharing generated revenue among different units. Revenue allocation can be a budget amount given to spend during the fiscal year.

# Louisville's Revenue Targets Model

Louisville's revenue targets model will establish general fund, activity-based revenue targets for each unit and make adjustments to spending authority based on actual revenues as compared to target revenues.

*Illustrative*

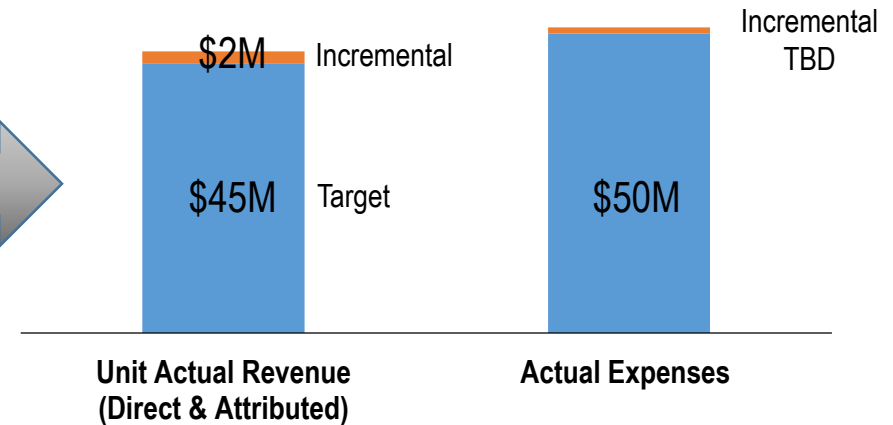
**FY 2019 Plan for General Funds**



- FY19 expense budget informed by FY18 budget and actuals with incremental changes from known expense increases (i.e. fringe rate changes) or decreases and approved funding requests.
- Target revenue attributed to a unit is from the activity-based target revenue model projected off prior year revenues and forecast activity.

\* *Addition of attributed revenues in target does not necessarily translate into an increase in expenditure authority.*

**FY 2019 Actual for General Funds**



- Actual revenue attributed to a unit's activity will be calculated throughout the year.
- Incremental actual revenue in excess of the target will be partially shared with the unit through increased budgetary authority.
- Actual revenue falling below the target could result in a decrease in budgetary authority.
- Details of how an increase or decrease in actual revenue compared with target revenue will impact budgetary authority is to be determined.

# Louisville's Revenue Targets Model

Revenues are attributed to units in two ways: 1.) using a formulaic methodology that combines unit activity data with unit financial data, or 2.) directly based solely on unit financial data.

## Formulaic

FY 2017 Activity Data
- Students (FTE and Headcount)
- Credit Hours Taken Face-to-Face
- Credit Hours Taken Online
- Credit Hours Instructed Face-to Face
- Credit Hours Instructed Online
- Degrees Awarded
- Employees (FTE and Headcount)

1

FY 2017 Attributed Revenues Based on Formulaic Methodology
- Undergraduate Tuition - Resident
- School of Instruction
- School of Record
- Undergraduate Tuition - Non-Resident
- School of Instruction
- School of Record
- State Appropriations
- School of Instruction
- School of Record
- Research
- Performance Funding

FY 2018 Estimates and  
FY 2019 Activity Forecasts

**FY 2019 Target**  
Attributed Revenue  
Calculated based on forecast *activity* and revenue growth

Undergrad Tuition  
State Appropriations

## Direct

FY 2017 Financial Data
- General Ledger Revenue
- F&A Recoveries
- Tuition (Resident and Non-Resident)
- State Appropriations

2

FY 2017 Attributed Revenues Based on Direct Methodology
- Graduate Tuition
- Professional Tuition
- Continuing Education
- Special Program Tuition
- Distance Education
- F&A Recoveries

FY 2018 Estimates and  
FY 2019 Growth Forecasts

**FY 2019 Target**  
Direct Revenue  
Calculated based on forecast revenue growth

# FY 2019 Revenue Attribution Recommendations

The Revenue Targets Steering Committee has endorsed the general fund revenue types and attribution methodology for FY 2019 academic unit revenue targets.

Revenue Type	Attribution Method		Included in FY19 Targets	Steering Committee Endorsed Attribution Methodology	
	Tuition and Fees	Formulaic			Direct
Undergraduate - Resident	X		YES	70% to School of Instruction (credit hours taught within unit) 30% to School of Record (credit hours taken by enrolled major)	
Undergraduate - Non-Resident	X		YES	70% to School of Instruction (credit hours taught within unit) 30% to School of Record (credit hours taken by enrolled major)	
Graduate - Resident			X	YES	100% to School of Record (enrolled major)
Graduate - Non-Resident			X	YES	100% to School of Record (enrolled major)
Professional - Resident			X	YES	100% to School of Record (enrolled major)
Professional - Non-Resident			X	YES	100% to School of Record (enrolled major)
Distance Education			X	YES	100% to School of Instruction (credit hours taught within unit)
Continuing Education			X	YES	100% to School of Record (enrolled major)
Special Program Tuition			X	YES	100% to School of Record (enrolled major)
Fees			X	NO	

Other Revenues					
Sponsored Programs			X	NO	
F&A Cost Recoveries			X	YES	100% to School where the F&A is generated and earned
State Appropriations	X			YES	75% to support the academic mission (resident tuition methodology) 20% to subsidize research (based on sponsored research by unit) 5% to align revenues to state performance funding (state metrics)
Gifts and Endowments			X	NO	
Patient Svcs & Hospital			X	NO	
Sales & Services			X	NO	
Auxiliary			X	NO	
Transfers			X	NO	
Other*			X	NO	

Evaluating other metrics at request of Steering Committee

\*Other includes other miscellaneous fees, other commissions revenues, investment income, agency deposits, and legal settlements

General funds only with the exception of F&A recoveries

# INITIAL REVENUE TARGETS

# FY 2019 Initial Revenue Targets

Academic														
FY 2019 Initial Target Revenue	Arts & Sciences	Business	Dentistry School	Educ & Human Dev	Engineering	Intr & Grad Studies	Law	Libraries	Medicine	Music	Nursing School	Public Health	Social Work	Total
<b>Tuition and Fees</b>														
Undergraduate Tuition (In State)	\$ 70,042,585	\$ 14,725,267	\$ 956,226	\$ 10,243,161	\$ 15,837,473	\$ -	\$ -	\$ -	\$ 60,364	\$ 3,117,390	\$ 5,997,706	\$ 1,099,183	\$ 1,596,502	\$ 123,675,857
Undergraduate Tuition (Out of State)	\$ 17,091,222	\$ 4,865,242	\$ 75,344	\$ 5,896,625	\$ 2,644,797	\$ -	\$ -	\$ -	\$ 74,786	\$ 939,748	\$ 1,129,728	\$ 201,688	\$ 192,847	\$ 33,112,028
Graduate Tuition (In State)	\$ 3,082,905	\$ 1,609,736	\$ 366,647	\$ 6,630,351	\$ 2,445,454	\$ -	\$ -	\$ -	\$ 1,865,544	\$ 279,211	\$ 2,052,078	\$ 975,775	\$ 3,765,517	\$ 23,073,219
Graduate Tuition (Out of State)	\$ 1,409,148	\$ 494,648	\$ 390,916	\$ 2,069,164	\$ 1,083,231	\$ -	\$ -	\$ -	\$ 713,543	\$ 315,703	\$ 85,491	\$ 518,013	\$ 278,685	\$ 7,358,541
Professional Tuition (In State)	\$ -	\$ -	\$ 5,454,827	\$ -	\$ -	\$ -	\$ 4,979,052	\$ -	\$ 17,894,769	\$ -	\$ -	\$ -	\$ -	\$ 28,328,649
Professional Tuition (Out of State)	\$ -	\$ -	\$ 20,038,980	\$ -	\$ -	\$ -	\$ 1,914,271	\$ -	\$ 7,931,386	\$ -	\$ -	\$ -	\$ -	\$ 28,884,636
Distance Education	\$ 16,267,499	\$ 1,009,460	\$ 13,254	\$ 7,158,727	\$ 2,107,779	\$ 161,700	\$ 81,277	\$ 3,098,836	\$ -	\$ 204,469	\$ 459,244	\$ -	\$ 3,705,182	\$ 34,267,427
Continuing Education	\$ 1,296,976	\$ -	\$ 238,369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,535,345
Special Program Tuition	\$ 743,439	\$ 5,460,436	\$ -	\$ -	\$ 428,620	\$ (130,350)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,502,146
Tuition and Fees Total	\$ 109,933,776	\$ 28,164,789	\$ 27,534,563	\$ 31,998,028	\$ 24,547,354	\$ 31,350	\$ 6,974,600	\$ 3,098,836	\$ 28,540,393	\$ 4,856,521	\$ 9,724,247	\$ 2,794,659	\$ 9,538,733	\$ 287,737,847
<b>Sponsored Program Revenues</b>														
Facilities & Administrative Recovery	\$ 934,233	\$ 7,838	\$ 1,522,267	\$ 269,680	\$ 1,973,513	\$ -	\$ 7,395	\$ -	\$ 18,317,738	\$ -	\$ 197,102	\$ 610,423	\$ 893,689	\$ 24,733,877
Grants and Contracts Total	\$ 934,233	\$ 7,838	\$ 1,522,267	\$ 269,680	\$ 1,973,513	\$ -	\$ 7,395	\$ -	\$ 18,317,738	\$ -	\$ 197,102	\$ 610,423	\$ 893,689	\$ 24,733,877
<b>Other</b>														
State Appropriation	\$ 56,317,837	\$ 11,158,900	\$ 2,194,381	\$ 10,091,408	\$ 13,967,860	\$ (86,040)	\$ 8,237	\$ 368	\$ 17,576,527	\$ 2,496,963	\$ 5,055,509	\$ 1,721,805	\$ 2,596,243	\$ 123,100,000
Other Total	\$ 56,317,837	\$ 11,158,900	\$ 2,194,381	\$ 10,091,408	\$ 13,967,860	\$ (86,040)	\$ 8,237	\$ 368	\$ 17,576,527	\$ 2,496,963	\$ 5,055,509	\$ 1,721,805	\$ 2,596,243	\$ 123,100,000
<b>Revenue Totals</b>	\$ 167,185,846	\$ 39,331,527	\$ 31,251,211	\$ 42,359,116	\$ 40,488,726	\$ (54,690)	\$ 6,990,233	\$ 3,099,204	\$ 64,434,658	\$ 7,353,484	\$ 14,976,857	\$ 5,126,887	\$ 13,028,665	\$ 435,571,724

Note: These targets are currently pending tweaks to the model, conversations between the Provost and Deans, as well as discussions regarding implementation.

## FY 2019 Assumptions

Undergraduate net enrollment increase of 150 with 132 residents and 18 non-residents.

No tuition increase from FY 2018 to FY 2019.

Tuition per credit hour in model = average of FY16 & FY17 (FY16 adjusted for FY16 to FY17 5% tuition increase).

Includes projected state appropriation decrease of \$8.3 million for FY 2019.

No directly attributed revenue target increases included - pending further discussion and FY19 budget planning.

State Appropriations do not reflect changes to research metrics that are under evaluation based on Steering Committee Meeting of 4/10/2018

# FY 2017 Attributed Revenue

FY 2017 is the basis year used to help set targets for FY 2019.

## Academic

FY 2017 Attributed Actual Revenue	Academic														Total
	Arts & Sciences	Business	Dentistry School	Educ & Human Dev	Engineering	Intr & Grad Studies	Law	Libraries	Medicine	Music	Nursing School	Public Health	Social Work		
<b>Tuition and Fees</b>															
Undergraduate Tuition (In State)	\$ 68,497,849	\$ 14,495,811	\$ 951,035	\$ 10,443,288	\$ 16,034,018	\$ -	\$ -	\$ -	\$ 58,809	\$ 2,906,832	\$ 6,177,696	\$ 1,091,719	\$ 1,535,394	\$ 122,192,451	
Undergraduate Tuition (Out of State)	\$ 16,596,180	\$ 4,473,871	\$ 90,915	\$ 6,233,006	\$ 2,869,776	\$ -	\$ -	\$ -	\$ 73,119	\$ 975,688	\$ 861,626	\$ 163,775	\$ 131,149	\$ 32,469,105	
Graduate Tuition (In State)	\$ 3,082,905	\$ 1,609,736	\$ 366,647	\$ 6,630,351	\$ 2,445,454	\$ -	\$ -	\$ -	\$ 1,865,544	\$ 279,211	\$ 2,052,078	\$ 975,775	\$ 3,765,517	\$ 23,073,219	
Graduate Tuition (Out of State)	\$ 1,409,148	\$ 494,648	\$ 390,916	\$ 2,069,164	\$ 1,083,231	\$ -	\$ -	\$ -	\$ 713,543	\$ 315,703	\$ 85,491	\$ 518,013	\$ 278,685	\$ 7,358,541	
Professional Tuition (In State)	\$ -	\$ -	\$ 5,454,827	\$ -	\$ -	\$ -	\$ 4,979,052	\$ -	\$ 17,894,769	\$ -	\$ -	\$ -	\$ -	\$ 28,328,649	
Professional Tuition (Out of State)	\$ -	\$ -	\$ 20,038,980	\$ -	\$ -	\$ -	\$ 1,914,271	\$ -	\$ 7,931,386	\$ -	\$ -	\$ -	\$ -	\$ 29,884,636	
Distance Education	\$ 16,267,499	\$ 1,009,460	\$ 13,254	\$ 7,158,727	\$ 2,107,779	\$ 161,700	\$ 81,277	\$ 3,098,836	\$ -	\$ 204,469	\$ 459,244	\$ -	\$ 3,705,182	\$ 34,267,427	
Continuing Education	\$ 1,296,976	\$ -	\$ 238,369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,535,345	
Special Program Tuition	\$ 743,439	\$ 5,460,436	\$ -	\$ -	\$ 428,620	\$ (130,350)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,502,146	
Tuition and Fees Total	\$ 107,893,997	\$ 27,543,963	\$ 27,544,941	\$ 32,534,536	\$ 24,968,878	\$ 31,350	\$ 6,974,600	\$ 3,098,836	\$ 28,537,170	\$ 4,681,903	\$ 9,636,134	\$ 2,749,283	\$ 9,415,927	\$ 285,611,518	
<b>Sponsored Program Revenues</b>															
Facilities & Administrative Recovery	\$ 934,233	\$ 7,838	\$ 1,522,267	\$ 269,680	\$ 1,973,513	\$ -	\$ 7,395	\$ -	\$ 18,317,738	\$ -	\$ 197,102	\$ 610,423	\$ 893,689	\$ 24,733,877	
Grants and Contracts Total	\$ 934,233	\$ 7,838	\$ 1,522,267	\$ 269,680	\$ 1,973,513	\$ -	\$ 7,395	\$ -	\$ 18,317,738	\$ -	\$ 197,102	\$ 610,423	\$ 893,689	\$ 24,733,877	
<b>Other</b>															
State Appropriation	\$ 58,970,499	\$ 12,245,512	\$ 2,435,485	\$ 11,500,945	\$ 15,563,525	\$ (92,832)	\$ 8,888	\$ 397	\$ 18,963,530	\$ 2,538,192	\$ 5,984,593	\$ 1,910,075	\$ 2,789,590	\$ 132,818,400	
Other Total	\$ 58,970,499	\$ 12,245,512	\$ 2,435,485	\$ 11,500,945	\$ 15,563,525	\$ (92,832)	\$ 8,888	\$ 397	\$ 18,963,530	\$ 2,538,192	\$ 5,984,593	\$ 1,910,075	\$ 2,789,590	\$ 132,818,400	
<b>Revenue Totals</b>	\$ 167,798,729	\$ 39,797,312	\$ 31,502,694	\$ 44,305,160	\$ 42,505,917	\$ (61,482)	\$ 6,990,883	\$ 3,099,233	\$ 65,818,438	\$ 7,220,095	\$ 15,817,829	\$ 5,269,781	\$ 13,099,207	\$ 443,163,796	

Note: These targets are currently pending tweaks to the model, conversations between the Provost and Deans, as well as discussions regarding implementation.

State Appropriations do not reflect changes to research metrics that are under evaluation based on Steering Committee Meeting of 4/10/2018

# IMPLEMENTATION NEXT STEPS



# Implementation Next Steps

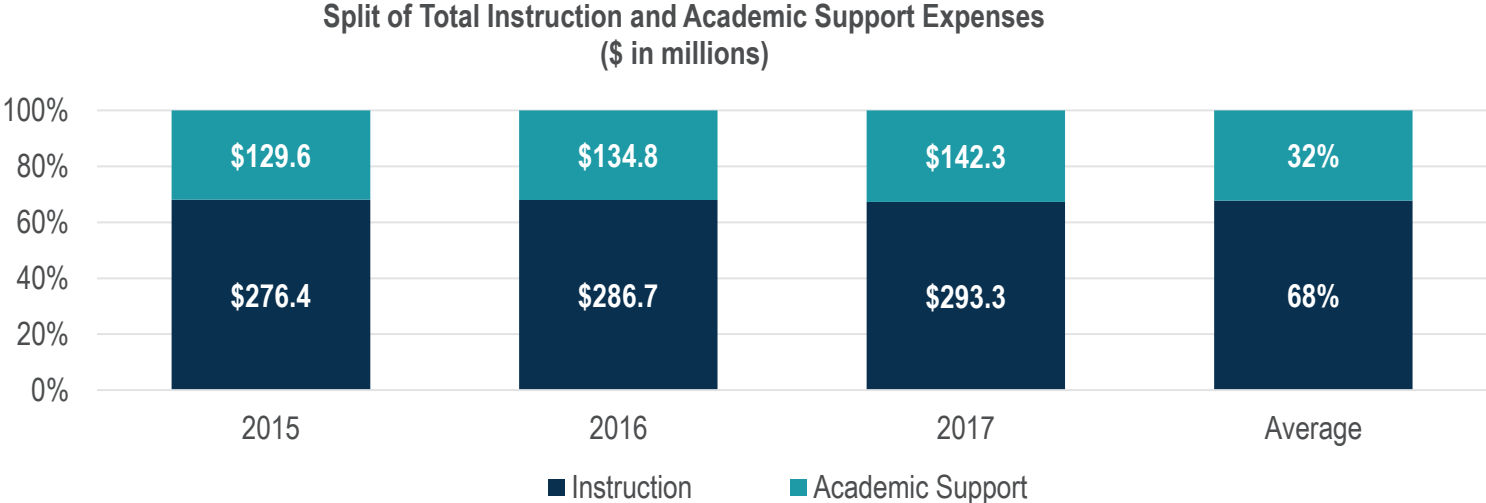
**Louisville should next move from a “conceptual and modeling” phase to an “operational implementation” phase that could include a number of recommended project tasks.**

- Identify and Facilitate Implementation Decisions and Policies
  - Methodically work with all stakeholders to identify the implementation questions that must be resolved by a steering committee and senior leadership of the university, and to drive the decision-making process that results in answers to the questions.
- Produce Data and Analysis for Decision Support
  - Data analysis and peer institution research will likely be necessary to support committee and leadership deliberations, and fact-based decision-making.
  - Data, analysis, and peer institution research will help with stakeholder engagement and acceptance of the model.
- Refine and Update the Revenue Targets Model
  - Model methodologies may need to be modified and data updated as implementation for fiscal year 2019 progresses and as additional implementation decisions are identified, vetted, and resolved.
  - Data in the model will again need to be updated to support developing revenue targets for fiscal year 2020.
- Develop Revenue Targets Budget Manual
  - A budget manual should be developed to document the revenue target model concept and background, as well as detail the annual process for development and stewardship of the revenue targets for each academic unit.
- Establish Governance and Stakeholder Engagement (Communication Plan)
  - Develop a long-term governance structure for the revenue targets model.
  - Communication and change management with university stakeholders.
- Develop Reporting Methods and Tools
  - Methods, analytical tools, and reports will need development to support management of actuals against the revenue targets for each unit on a regular basis (i.e. quarterly).

# APPENDIX

# Undergraduate Tuition – Louisville

The split between instruction and academic support expenses for the University of Louisville indicates about 70% spent for instruction and 30% spent for academic support.



Source: 2016 and 2017 audited financial statements

## Recommendation

Attribute the resident and non-resident tuition pools based on 70% credit hours for School of Instruction and 30% credit hours for School of Record (Enrolled Major).

**Rationale:** The financial data indicates that Louisville’s expenses are split approximately 70%/30%; and this methodology includes revenue attributions for both instruction and the support of students’ academic success.

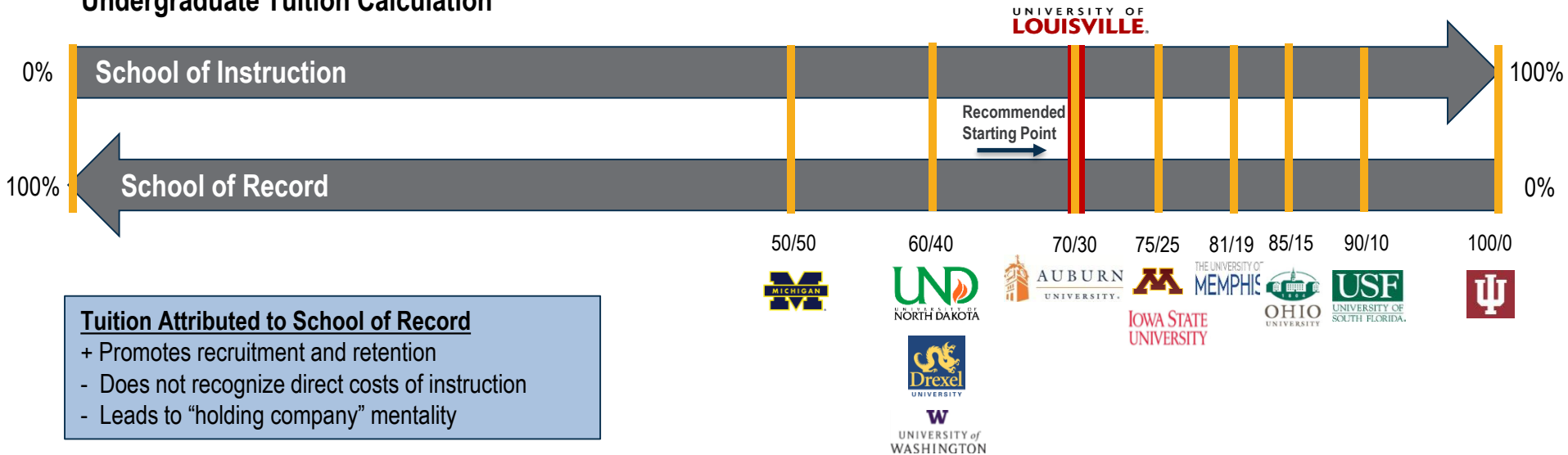
# Undergraduate Tuition – Comparisons

Undergraduate tuition attribution methodologies from other institutions were reviewed to provide further context before deciding upon the appropriate percentage for Louisville.

## Tuition Attributed to School of Instruction

- + Recognizes direct costs of instruction
- Incentive for course competition and redundancy
- Misaligned incentives for academic advising

## Undergraduate Tuition Calculation



## Tuition Attributed to School of Record

- + Promotes recruitment and retention
- Does not recognize direct costs of instruction
- Leads to “holding company” mentality

# Distance Education

The prior Steering Committee agreed to attribute 100% of distance education revenues to the school of instruction based on distance education credit hours instructed.

## Recommendation

For the revenue targets model, the prior Steering Committee recommended attributing 100% of distance education tuition directly to the school of instruction based on the department of instruction used in the revenue sharing agreement.

## Rationale:

- The targets should fully attribute revenue to the school providing instruction and generating the revenue.
- The current revenue share agreement *distributes* 50% of distance education to the department of instruction—this methodology will extrapolate that to attribute 100% of the revenues to the school of instruction in the revenue targets model. A pooled allocation of distance credit hours instructed would not account for the tuition price differentials; whereas this methodology will account for the tuition price.

## Considerations:

- The attributions for the revenue targets model will recognize the total revenue generated by the schools; however, the actual *distributions* of revenue per the revenue sharing agreement will continue at current percentages.
- Louisville should assess the impact of its distance education programs on traditional face-to-face academic programming, and vice-versa.
- Louisville should consider how to incentivize or promote the development of online academic programs and comprehensive student paths (in addition to the existing course-by-course incentives).

# State Appropriations

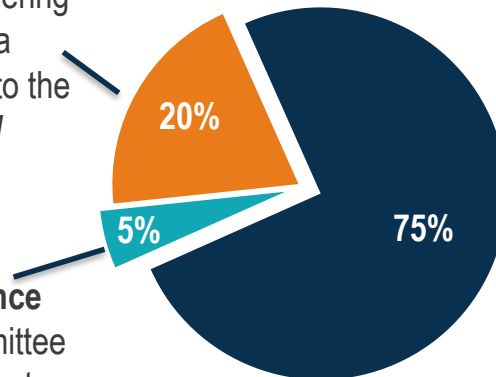
The Steering Committee endorsed attributing a portion of state appropriations to the academic and research mission as well as to align revenue recognition with the state's performance funding.

New metrics are under evaluation that better represent broad faculty contributions to research (less emphasis on "sponsored research")

State Appropriations  
(134.5 million in FY2017)

(A) **Subsidize Research**– The Steering Committee agreed to attribute a portion of state appropriations to the schools generating *sponsored program revenue*.

(B) **Align Revenues to Performance Funding** – The Steering Committee requested that the revenue targets model integrate performance funding metrics; this percentage would increase each year based on the state's allocation of its total pool based on performance funding.

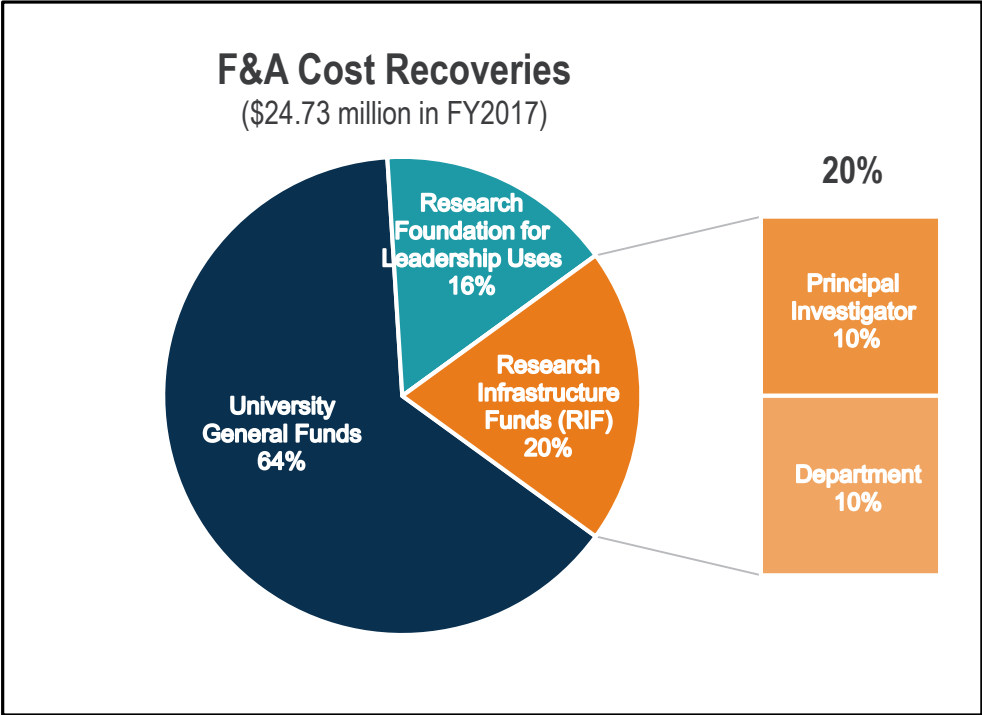


(C) **Support Academic Mission**– After the research subsidy and performance funding amounts are attributed, the remaining portion will be attributed using the UG tuition split methodology (70% instruction and 30% school of record) applied to total resident credit hours (face-to-face and distance education).

# F&A Cost Recoveries

Based on the Steering Committee meetings and further discussions with Louisville's Office of Budget and Financial Planning, it was decided that all F&A recoveries be attributed to schools.

How F&A is *distributed* to the units today



How F&A would be *attributed* in the model

Attribute 100% of F&A cost recoveries directly based on the existing department RIF distribution calculations.

Rationale: The methodology should fully attribute amounts to schools generating the F&A cost recoveries from agencies.

# Glossary

**Continuing Education:** Programs that typically offer non-degree credit instruction intended to provide skills and education to acquire licensure or certification or to provide recreational or vocational exposure. Continuing education is an all-encompassing term describing additional formal learning activities that are generally not focused on a college degree outcome. For example, the Kent School Continuing Education program is dedicated to assisting social workers in meeting their professional development needs, maintaining and improving professional competence.

**Expense or Expenditure Budget:** The amount of money that the university is authorizing a unit to spend in a given fiscal year (or other period of time) on specific items (labor, materials, etc.).

**Revenue:** The amount of money brought into the university based on its activities (teaching, research, fund-raising, etc.)

**Revenue Attribution:** The matching of revenue received by the university to specific units based on the activity (enrollments, instruction, research, etc.) of those units which resulted in the receipt of the revenue. The revenue is *attributed* to the activity of the unit. The revenue is not physically given, distributed or allocated to the unit.

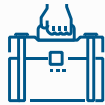
**Revenue Distribution or Allocation:** The act of providing revenue to a unit that can be directly spent by that unit. Revenue allocation is a method of sharing generated revenue among different units. Revenue allocation can be a budget amount given to spend during the fiscal year.

**State Appropriations:** An appropriation is a legislative approval set aside and to spend money from a specific fund for a designated purpose and period of time. A state's "general fund" is the primary state fund from which the ongoing expenses of state government are paid. A general fund appropriation is backed with tax payer dollars. A general fund appropriation to a state university provides for support in covering the general operating expenses for teaching and research. The state may also appropriate funds designated for special programs (i.e. Louisville's Equine Industry Program) not considered as part of the general operating support of a university.

**Special Programs:** Programs of a non-regular nature where tuition and fees are collected. Examples include the Speed Master of Engineering in Engineering Management in Panama City, the Panama Quality Leadership University (QLU) Program conducted by Arts & Sciences, and the Professional MBA Program conducted by the College of Business.

**Sponsored Programs or Research:** Activities of a university that are financed through external funds that support various instructional, research, and public service functions of an institution. These arrangements make the university "a service provider to the client." Normally, these activities involve basic or applied research activities and have a contracted deliverable.





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