The Committee has studied the guidelines from system and the plan for response from the Campus. It is appreciated that the plans for the first year address the priorities and needs of the faculty. The Committee has, however, several comments and recommendations that it wishes to transmit to the Senate.

1. It is clearly understood that we are dealing with a downsizing in positions and the reallocation of funds this makes available. The positions left unfilled or underfunded will not be budgeted unless the state comes through with budget increases, while the reallocations will become a permanent part of a new budget base.

2. The UWM administration decision to budget a smaller than average portion of the reallocation in the first year may mean a larger problem in the following years unless the guidelines change positively and the state budget climate greatly improves. We are gambling that they will not get worse.

3. In decentralizing reallocation decisions to divisions, this campus' first year plan does not address significant differences between divisions in their needs for reallocation funds and their resources; e.g. divisions vary in their tenure density by more than 100%.

4. The amount to be reallocated in the first year is relatively small and, while the process is irritating, it can be accomplished with minimal disruption by all but the smallest divisions. In the long run, however, the effects will be to make any planned development of the campus extremely difficult.

5. The reallocation process does not at this time make the sorts of decisions implied by system guidelines which state that the "reallocations ... should be made by careful choices between programs and functions".

RECOMMENDATIONS

1. The Senate should urge the administration not to permit the decentralization of reallocation within divisions to extend to the departmental level. Very few departments are large enough to make such reallocation fair and, in most divisions, departments are sufficiently heterogeneous to make decentralization by department quite arbitrary.

2. The reallocation process should involve the faculty to the greatest extent possible. If the process is decentralized as proposed in the current guidelines, faculty participation should be structured into the division-level decision-making process that determines the sources and objectives of reallocated funds. Deans must be required to seek departmental executive committee recommendations regarding the distribution of salary enhancements, and must be accountable for deviating from such recommendations per recent Faculty Senate resolutions.

3. The administration should make every effort to ensure that reallocation does not have an adverse effect on the ability of departments facing extensive retirements to plan ahead and maintain program continuity.