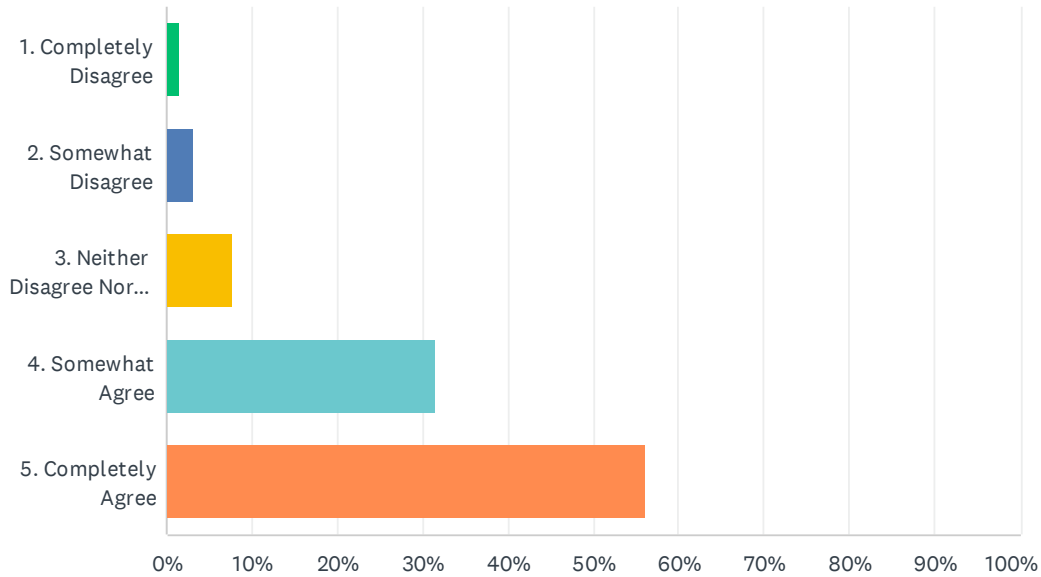


Q1 Factors leading to the current budget deficit should have been anticipated by the administration.

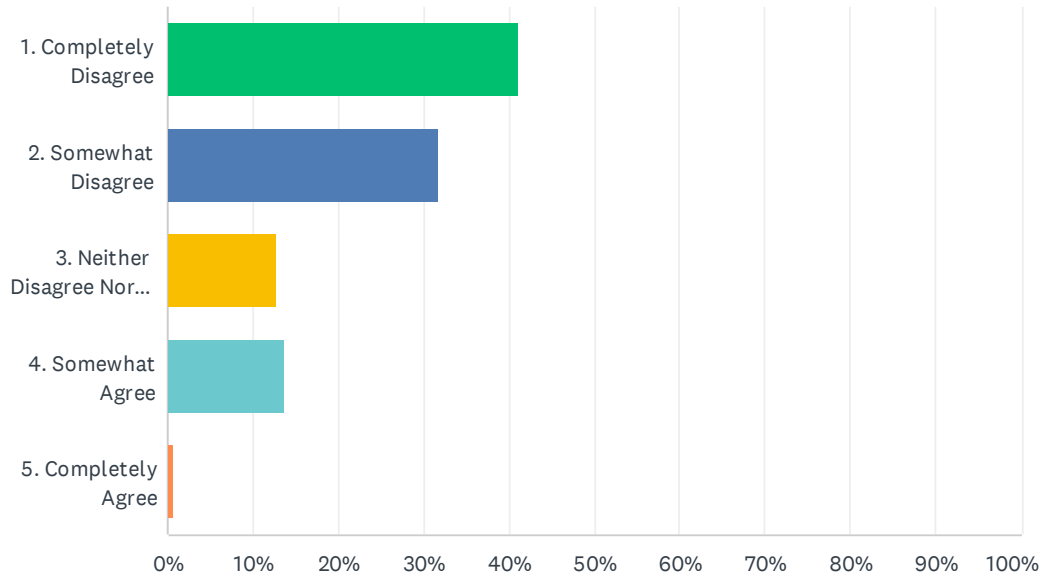
Answered: 766 Skipped: 3



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	1.44%	11
2. Somewhat Disagree	3.26%	25
3. Neither Disagree Nor Agree	7.57%	58
4. Somewhat Agree	31.59%	242
5. Completely Agree	56.14%	430
TOTAL		766

Q2 I understand the rationale behind the administration's financial decisions concerning the current challenges.

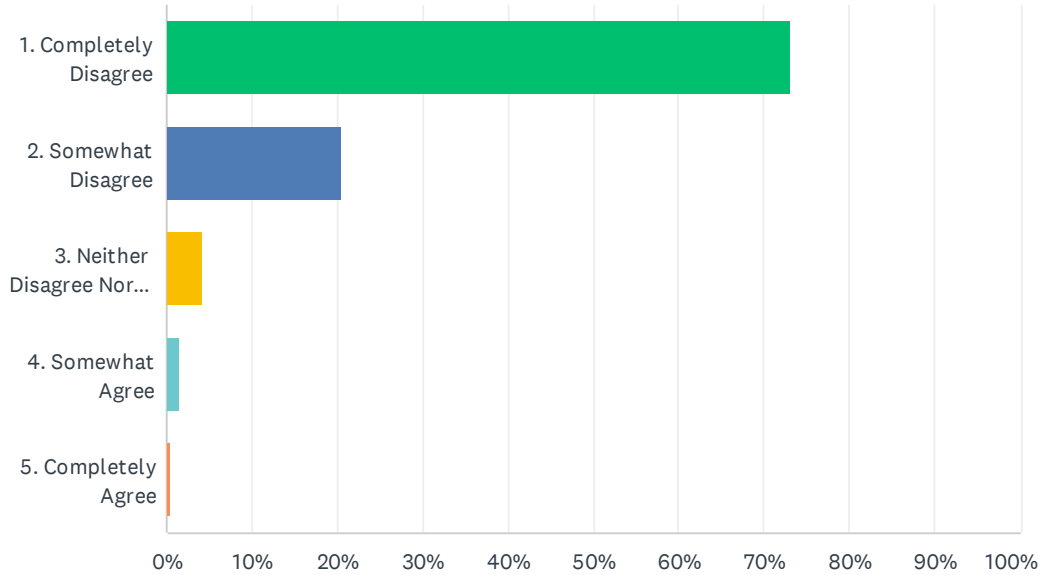
Answered: 767 Skipped: 2



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	41.20%	316
2. Somewhat Disagree	31.68%	243
3. Neither Disagree Nor Agree	12.78%	98
4. Somewhat Agree	13.69%	105
5. Completely Agree	0.65%	5
TOTAL		767

Q3 The administration is transparent about how they are managing the university's finances.

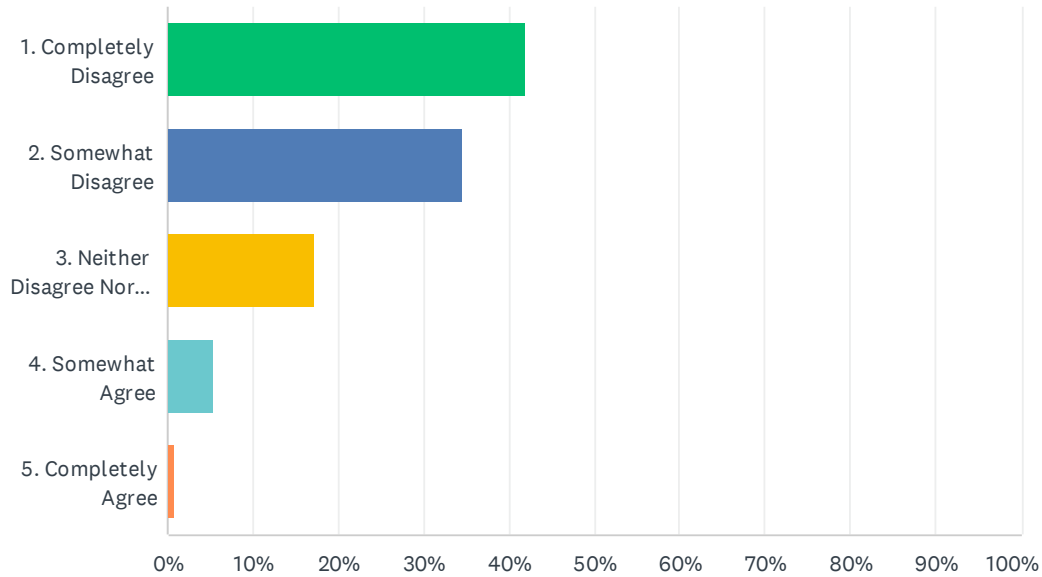
Answered: 768 Skipped: 1



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	73.18%	562
2. Somewhat Disagree	20.57%	158
3. Neither Disagree Nor Agree	4.30%	33
4. Somewhat Agree	1.56%	12
5. Completely Agree	0.39%	3
TOTAL		768

Q4 The administration prioritizes academics when making financial decisions.

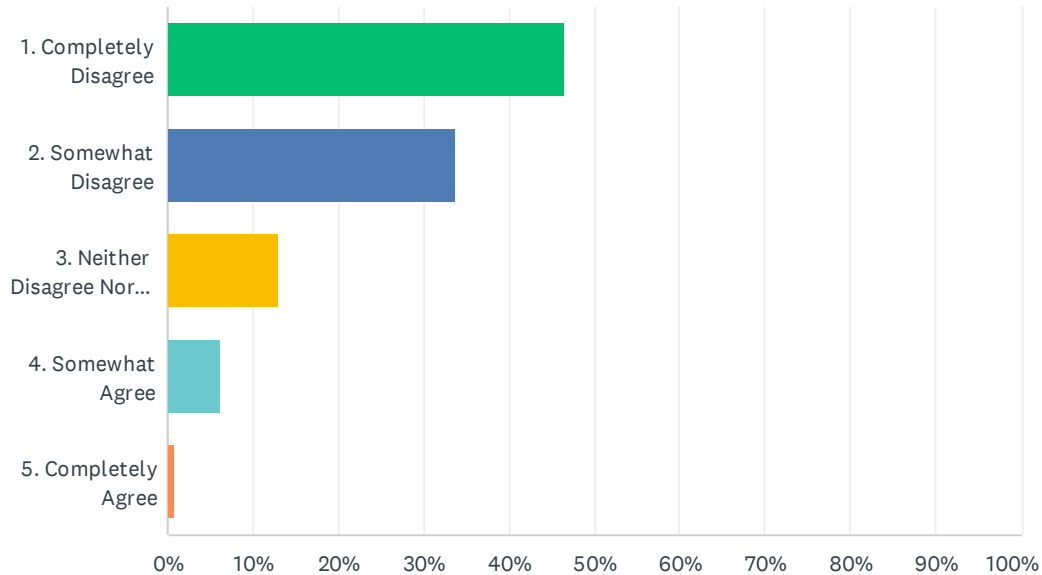
Answered: 766 Skipped: 3



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	42.04%	322
2. Somewhat Disagree	34.46%	264
3. Neither Disagree Nor Agree	17.36%	133
4. Somewhat Agree	5.35%	41
5. Completely Agree	0.78%	6
TOTAL		766

Q5 I have confidence in the administration's ability to mitigate the current financial challenges while minimizing negative effects on faculty.

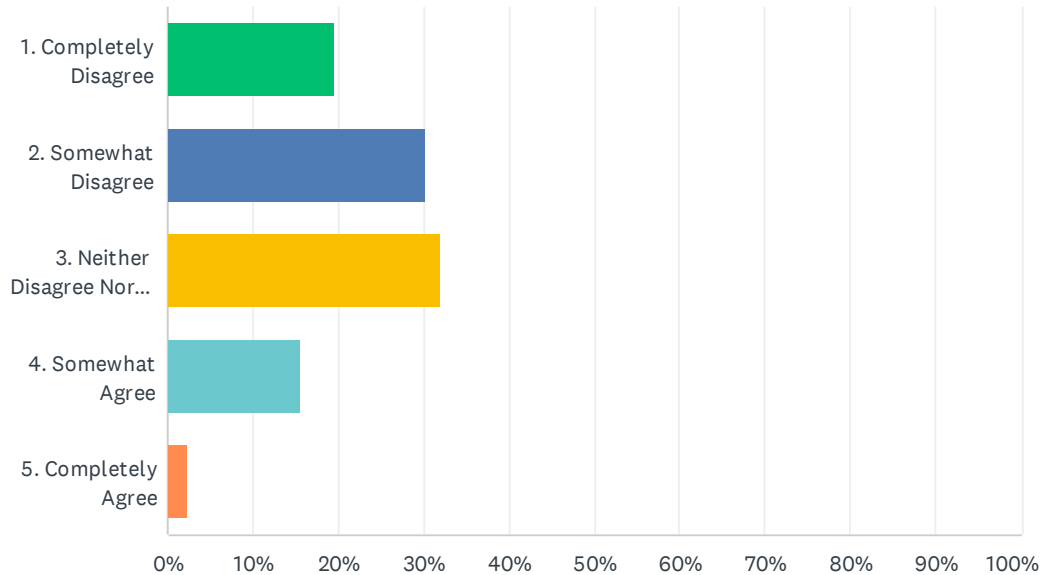
Answered: 765 Skipped: 4



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	46.41%	355
2. Somewhat Disagree	33.59%	257
3. Neither Disagree Nor Agree	12.94%	99
4. Somewhat Agree	6.14%	47
5. Completely Agree	0.92%	7
TOTAL		765

Q6 The administration's cost saving measures and guidelines in response to the current financial challenges are needed.

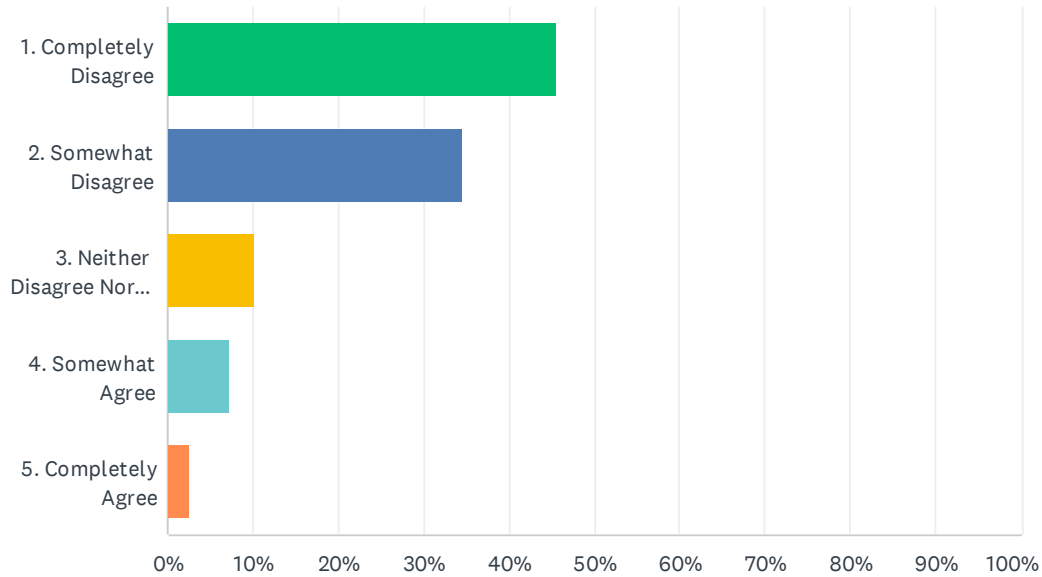
Answered: 764 Skipped: 5



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	19.63%	150
2. Somewhat Disagree	30.37%	232
3. Neither Disagree Nor Agree	32.07%	245
4. Somewhat Agree	15.58%	119
5. Completely Agree	2.36%	18
TOTAL		764

Q7 Student learning experiences will be unaffected by the announced cost saving measures.

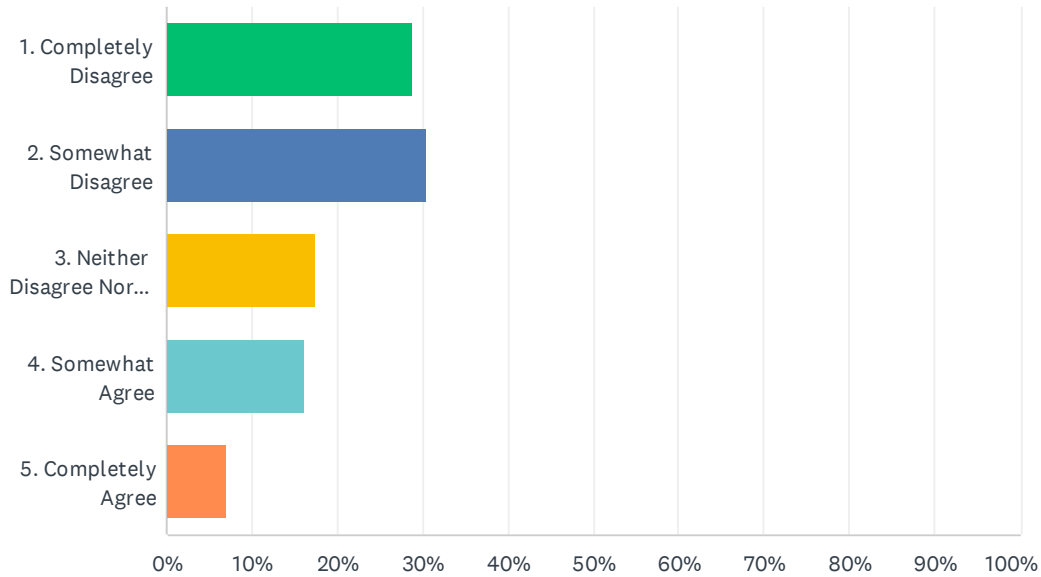
Answered: 766 Skipped: 3



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	45.56%	349
2. Somewhat Disagree	34.60%	265
3. Neither Disagree Nor Agree	10.18%	78
4. Somewhat Agree	7.18%	55
5. Completely Agree	2.48%	19
TOTAL		766

Q8 My teaching effectiveness will be unaffected by the announced cost saving measures.

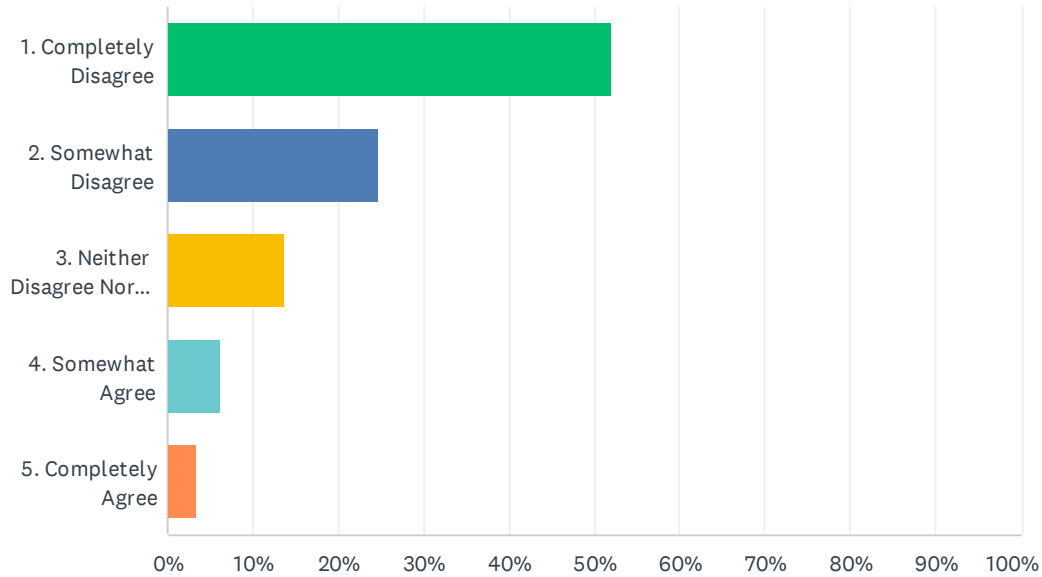
Answered: 763 Skipped: 6



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	28.83%	220
2. Somewhat Disagree	30.54%	233
3. Neither Disagree Nor Agree	17.43%	133
4. Somewhat Agree	16.25%	124
5. Completely Agree	6.95%	53
TOTAL		763

Q9 My research/scholarly activities will be unaffected by the announced cost saving measures.

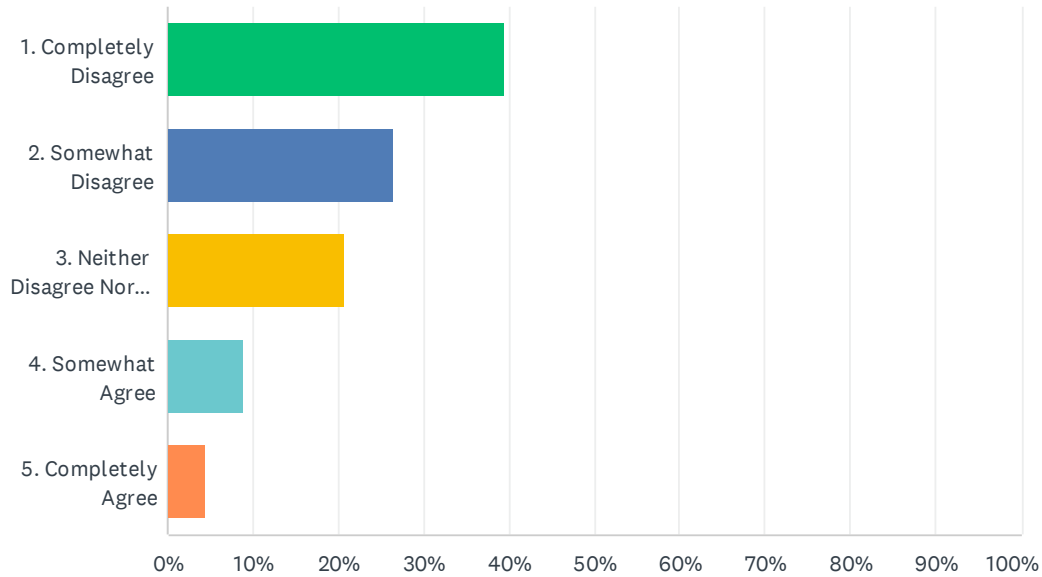
Answered: 763 Skipped: 6



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	52.03%	397
2. Somewhat Disagree	24.77%	189
3. Neither Disagree Nor Agree	13.63%	104
4. Somewhat Agree	6.16%	47
5. Completely Agree	3.41%	26
TOTAL		763

Q10 My service duties will be unaffected by the announced cost saving measures.

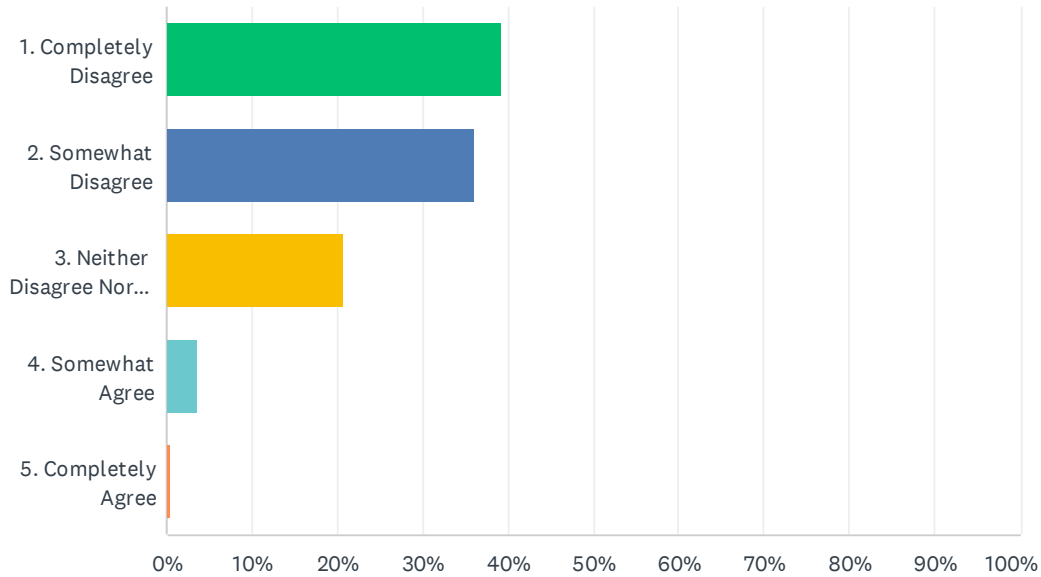
Answered: 765 Skipped: 4



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	39.48%	302
2. Somewhat Disagree	26.54%	203
3. Neither Disagree Nor Agree	20.65%	158
4. Somewhat Agree	8.89%	68
5. Completely Agree	4.44%	34
TOTAL		765

Q11 The administration's spending priorities are in alignment with UD's academic mission.

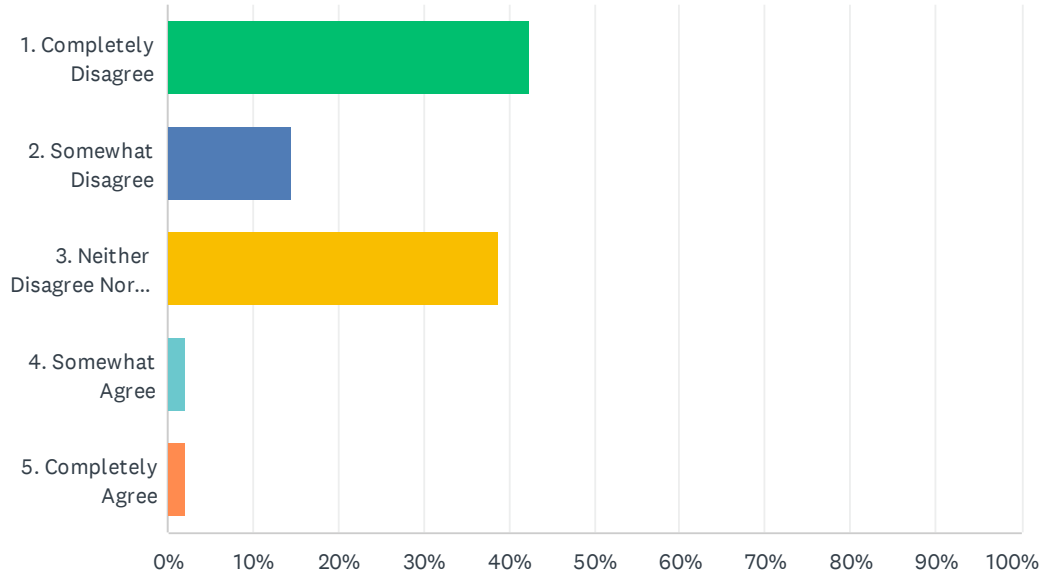
Answered: 766 Skipped: 3



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	39.16%	300
2. Somewhat Disagree	36.03%	276
3. Neither Disagree Nor Agree	20.76%	159
4. Somewhat Agree	3.66%	28
5. Completely Agree	0.39%	3
TOTAL		766

Q12 There will be no increase in athletics subsidization costs stemming from the administration's recent decision to transition to the Division I Football Bowl Subdivision (FBS) and to join Conference USA.

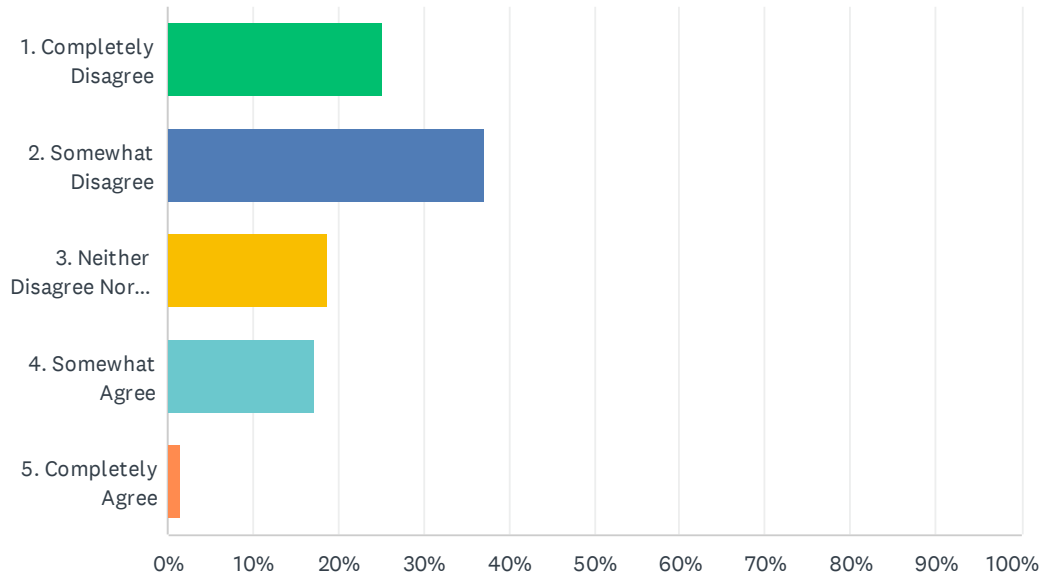
Answered: 752 Skipped: 17



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	42.42%	319
2. Somewhat Disagree	14.49%	109
3. Neither Disagree Nor Agree	38.83%	292
4. Somewhat Agree	2.13%	16
5. Completely Agree	2.13%	16
TOTAL		752

Q13 The administration provides adequate resources for the successful pursuit of my academic career as a faculty member at UD.

Answered: 764 Skipped: 5



ANSWER CHOICES	RESPONSES	
1. Completely Disagree	25.26%	193
2. Somewhat Disagree	37.17%	284
3. Neither Disagree Nor Agree	18.72%	143
4. Somewhat Agree	17.28%	132
5. Completely Agree	1.57%	12
TOTAL		764

Q14 Please leave any written comments below. Along with responses to the above statements, the written comments will be read by AAUP-UD leadership and potentially will be quoted in future communications. Although this survey is anonymous, please keep this in mind when writing your comments. If you would like to make a written comment that you do not want to be part of this survey, then please send it in a separate email to admin@aaupud.org.

Answered: 258 Skipped: 511

Below are the survey's discursive comments. We have redacted words or phrasing where it is possible to identify the department, unit, or writer.

Instructions: Please leave any written comments below. Along with responses to the above statements, the written comments will be read by AAUP-UD leadership and potentially will be quoted in future communications. Although this survey is anonymous, please keep this in mind when writing your comments. If you would like to make a written comment that you do not want to be part of this survey, then please send it in a separate email to admin@aaupud.org .
Open-Ended Responses:
I am a new faculty member, so my perspective is limited.
I'm not the best one to speak about it, but for a concrete example of financial ramifications that will be incurred by the athletic conference move, I would recommend speaking to the marching band faculty!
This budget issues significantly affect all faculty and students at UD, especially junior faculty who chose UD to grow professionally. I wish the administration can be more transparent about their plans and listen to faculty's concerns.
We used to be on a strong, proud trajectory as an institution. Now we are committed to low salaries and a "say no" to innovation approach. By the way, I'm not sure how persuasive this survey will be--I think people will think the questions are leading.
The latest round of "the sky is falling" from the administration is just not believable, particularly with their other announcements about funds raised for a BILLION dollar endowment and the years of "Biggest Freshman Class EVER!" Five plus years without a budget model says that this administration doesn't have the capacity to manage effectively. Without a full and independent accounting of UD's actual financial position, nothing that the administration says can be believed.
Survey is in broad strokes and fails to recognize the role of colleges as being central to faculty success.
I find the unanticipated health costs at the state level understandable but the unanticipated scholarship costs are a bit bonkers. The shift to changing athletics conference and associated costs, moving the president's office to STAR tower, and other similar changes are expensive and continuing. At the same time proposals to add a single course to build out a new certificate are being declined. It is unsustainable to operate this way and will ultimately affect faculty retention and overall academic quality.
This administration is not minding the long-term endowment correctly. Investments in real estate are no longer investments just long-term leases with zero benefit to the University that slowly drain the endowment without the long-term understanding of wealth preservation. It's classic short-term thinking.
I chose the "neither disagree nor agree" option when I personally had insufficient information to form an opinion.
What measures /cuts is the Administration taking? If they are taking any, please share! Where is the grant overhead going? These measures harm all faculty and students, especially graduate students and new faculty. The timing is highly suspicious: are they blaming this on faculty and our salary increase despite not being commensurate to how all other costs have increased?
When Patrick Harker was President, did he sign a \$60 million contract for a data mining (Bitcoin?) firm or power plant that would have been where the Star Campus is, but the guy turned out to be a fraud? Did the University of Delaware lose \$60 million because Patrick Harker did not bother with due diligence?
I'm worried about having funding for my research and continuing to attract and retain quality faculty.

I don't know enough about the new measures to have a feeling about them. They have not been transparent.

Will the spending on Athletics be affected, e.g., the move to the highest football level? Will the president still be renovating rented office space and moving there during this budget crisis? Will there continue to be spending to move faculty and equipment to STAR campus? Will many of the doors to buildings remain locked during business hours because we don't have enough public safety personnel? Will inadequate janitorial work continue, perhaps due to understaffing? Will UD continue to discount out of state student tuition so much that no additional income results from letting in more students? Will demolition of the Towers be postponed due to this budget crunch? And we are expected to think strategically, "generate more income streams", and do this while not adding faculty to help do more work for this? And to maintain delivery of very high demand for a service course teaching?

Student learning experiences are already being eliminated. Faculty are having to cover costs of student experiences out of their own pocket. It feels like the student, faculty, and staff are on their own.

The salary increase for sure has been impacted the decision as well, so that is a part that was missing in the AAUP surveys; it's like 700K increase per paycheck, I am wondering if and how AAUPD thinks about this aspect related to the budget deficit.

This is an entirely manufactured crisis. It is the job of the President and the Board to raise funds so the Institution does not need to cut from the academic missions. I am doing my job to the best of my ability. They need to step up and do the same.

UD has hired so many administrators in the past years while constantly refusing/delaying TT hires even for those positions vacated by retirees. Many classrooms are too dilapidated to be used for lectures; this cannot not be happening in any university that prioritizes education. Custodian service has been cut to almost non-existence, faculty taking out their own trash, rats running in dept buildings, and even our office phones was removed more than a year ago, in the name of cost cutting. At the same time, more and more high-paid administrators have been added to the payroll. Still, they just realize there is deficit now? Is anyone in the administration held accountable for this disaster? If there is such a deficit coming, why building a high-cost building such as Building X? Who decides the funding go to Building X instead of maintaining the existing classrooms? Who is in charge of maintaining all the classroom buildings? How much is UD spending on the DEI training, which was marked as 'mandatory' while the Union later said no trainings can be made mandatory for faculty? The Union members must have seen the emails for DEI mandatory training, but why the Union decided to say nothing until most faculty members have already spent more than 40 min. of their time gong through the training session provided by the 3rd party? Also, in this budget cut, who decides what activities are essential? This is NOT 'shared' governance and the administration should be honest about it and stop pushing for the unrealistic, and damaging 'DFWL reduction' campaign while admitting more ill-prepared students to UD. Students come to UD to be educated and trained for joining the US workforce, not to be pampered. How much (time+money) has UD spent on this 'DFWL reduction' campaign, which indeed has a negative impact on student learning?

It is already impossible to provide students with the best education possible due to an over-reliance on adjunct faculty and graduate student teaching assistants, as well as overburdening part-time and full-time faculty with overloads and independent studies. If S-contract hours are reduced or eliminated, and no new permanent positions are approved, then it will become impossible to offer students even the minimum amount of courses to complete their degrees.

Inability to pay for prospective graduate student visits to UD is impacting recruiting for our PhD program

I don't understand what you expect to accomplish with this, but good luck

The administration's cost saving measures and guidelines are very ambiguous regarding the use of startup funds, greatly affecting junior faculty research programs.

The administration was well aware this was coming and didn't do anything to curb it's path. A year ago the AAUP asked for transparency and they refused.

Repeated faculty and staff hiring freezes over several years alongside administration-incentivized faculty/staff retirements, even preceding COVID, have brought our department to BARE BONES for covering daily operational and teaching efforts. Our department is currently facing more upcoming faculty and staff losses. Additionally, research F&A cost increases have made increasing graduate student enrollment untenable even as we are repeatedly asked to increase graduate and undergraduate enrollment. Thus, every professor and staff member present in our department is stretched thin to the breaking point, yet repeatedly asked to "do more with less". At the same time, it seems the number of administrative positions and cost of administrative salaries have skyrocketed or at least kept pace while faculty and general staff salaries stagnate out of pace with inflation, yet the latter (faculty/general staff) are again asked to "do more with less" for their departments and for their families. And when faculty/staff do reach out to administrative offices (especially procurement, HR, etc.) for resources, it is almost impossible to connect with those in overpaid administrative positions because of 1) an absolutely worthless phone system (WebEx) the administration implemented without faculty/staff approval/consent and 2) an administrative "work from home" policy that encourages no actual work to be accomplished by these individuals while at home. ANY further expense freezes and cuts should come at the level of administration and through reduction in administrative positions, as well as future plans for renovations for administrative offices (Hullihen, STAR campus office space, etc.). Future university budget preparation and allocation MUST be made more transparent to all university colleges, departments, and faculty so that remediation steps can be taken BEFORE a crisis point rather than as a knee jerk reaction to any setback. Fiscal responsibility in spending MUST take place from a top down approach rather than a bottom up approach; administration must practice what they preach and hold themselves accountable for prudent financial management before "passing the buck" to departments, faculty, and staff. Finally, academics should ALWAYS be prioritized over athletics-related costs and facilities at institutions of higher education, but that does not seem to be the case here at UD.

I don't understand why spending from gifts and endowment income funds need to be restricted in this budget situation, as the gifts and endowment income funds are not part of the university operation budget. It is unclear if faculty sabbaticals will be affected. In my opinion, it is extremely important that faculty sabbaticals will not be affected. Can AAUP working with UD administration to dig out the data from the past a few years? I simply cannot understand things happen so suddenly. What were the actual budget situations in the past several years? Is it possible that the budget situations were not as good as talked about? Hope the administration will look into the possible policy mistakes, which lead to the deficits.

It is difficult to answer some of the questions in the survey since we have not been provided with details about where the university spends its money.

Our endowment sits at \$2 billion and we've been in a raging stock market. Endowments are not to be used for every day to day expense, but opening up just a bit from the target 4-5% endowment spending in a year surely won't break us.

It would have been helpful if one of the answer options was "I don't know". It seems that the stated reasons for the deficit are insufficient, and that the significant buildup in administrative positions over the last 5 years, and those associated costs, contributed to the deficit. Yet the virtually complete lack of financial transparency at UD means that my preferred answer to questions 1, 5, 6 and 12 would be "I don't know".

The financial situation is reckless and completely irresponsible.
I believe the Assanis administration has been a disaster for this university -- a feeling that dates from well before the latest "crisis." The administrative cadre has expanded out of all necessity and administrators now feel entitled to impose their will without any concern for the damage their decisions cause to programs and, ultimately, to students. Faculty will always complain, but I have never seen morale as low as it is now. In good conscience, however, I do not feel I have sufficient information to give meaningful responses to most of the questions above. Perhaps with greater "transparency" from the administration I would know whether to agree completely or only somewhat with the statements in this questionnaire. At present what I see is managerial floundering but very little in the way of clear information.
I think the biggest issues are the administration's lack of transparency in the way it handles the finances of the university and its tendency to spring surprises on the faculty.
I cannot comment on the sports question. For the rest, the UD President shared that their hands were forced as the insurance payment kept increasing repeatedly in 2023 after the UD budget was in place.
This questionnaire is difficult to compile. I feel like the questions are asked with an agenda to demonstrate the writers' position. For example, question 6: as stated I cannot answer it (or can only answer it as neither) because the measure should not be discussed as a single package. Some are needed, others should have been pursued a different way. I feel that as is this survey can serve to develop talking points that can be brought to the administration, but it does not offer faculty an opportunity for an honest and nuanced discussion
Way too many overpaid admin positions. Inadequate teaching budgets. The new tuition share policy is absurd and counterproductive at many levels. I've been here approaching 40 years and am frankly fed up with recent developments and policy changes.
The proposed increase in healthcare costs should have been fought more rigorously when the changes were proposed. Having had very little to no faculty salary bumps in the past 3 years should have been an anticipated and prepared for expense, and this should not now cause a target on the backs of staff as this "tool" was also engaged during COVID to try to force faculty to do things along the way. It is time for administration to take a look at their salaries and benefits and see where cuts actually should come from rather than trying to force the hand of faculty by targeting staff positions. Fiscal responsibility is part of the role of the upper administration.
Athletics provides an avenue for some students to attend university on scholarship where they otherwise might not be able to do so; however, based on previous institutions data, coaching salaries for some sports are way out of line with Academic compensation. I have seen no guideline or proposal for how joining this conference will help non-athletic departments...other than prestige...perhaps this is a major recruiting tool? In addition, the expansion of administration with more than a dozen new VP offices and staff represent a significant cost to the university and may have contributed to a return to delayed infrastructure maintenance of years past.
Student Honors celebration canceled, graduate symposium possibly canceled, travel canceled, computer refresh postponed, future searches postponed which does not allow courses to run, these are necessary activities for continued scholarship and learning.
The administration has a habit of springing surprises that impact research negatively. Why cant they consult before advancing stupid solutions.
What has been the costs of the multiple renovations of the President's residence??
This austerity measures will negatively impact my path to reaching tenure, after a 3-year period of COVID impacts which have ALREADY negatively impacted my tenure journey. It feels as though the administration does not care about its faculty, their advancement (according to the demands of P&T), and the programs these faculty lead and are trying to nurture and grow.

Another god**** VP?

It seems that the rise in healthcare cost is just an excuse (or at least is just part of the bigger picture). There seems to be mismanagement in both cost and revenues. First, I will start with the rising cost. Please in the link below, see the faculty salaries and staff salaries under the Operating Revenues and Expenses. Link: <https://www.udel.edu/about/facts-figures/financial-profile/> The aggregate numbers used to be identical in 2017 (\$151 m for faculty salaries and \$151 m for salaried staff salaries). The gap has increased over time since 2017, especially in the last 2 years!! This used to be \$151 m vs \$151 m; now it is \$185 m vs \$213 m. That is a \$28m difference. I assume the staff's salaries per capita has grown at the same rate as ours. Therefore, this gap has to be due to the number of new staff hired in recent years. Isn't there a problem when staff are costing a university way more than the faculty? Their salaries have gone up at best at the same rate as ours. We did not even hire more staff who are helpful and fundamental to the University (the number of the staff in our department and school has not changed). What I conclude is that we probably have hired staff for newly invented positions who are now costing us a differential of \$28m over what faculty cost the University. Second, it seems the University has also mismanaged the revenues. The main source of revenue for our University is undergraduate tuition. However, according to the president himself 1/3 of all the instate undergraduate students are studying for free. He himself suggests that this number is 2300 students. These are those students who are covered under the First State Promise program. This is a very large number! This means we are giving up around $\$16,000 \times 2300 = 36,800,000$ every year. According to the president, the governor of Delaware is paying \$ 7.5 m of the cost of this program. This means this program is costing us (the University) \$29 million every year. If there is an appetite for this program at the state level then this has to be funded by the state not by the University. Apparently, our president has asked the governor for an additional \$1.7 m for this program. This won't be enough. We need to either lower the number of tuition-free students or ask the state to cover this cost (i.e., lost revenue). This is particularly important now that we have faced an exogenous increase in healthcare cost. I believe the prioritization in the cost-cutting programs that target research related cost for us faculty is harmful to the University. Please see the link below for where I got the numbers used in my simple calculations above. Link: <https://insurancenewsnet.com/oarticle/ud-asks-state-for-more-scholarship-money-help-covering-increased-health-insurance-premiums>

While I am sympathetic to some of the circumstances that led to this moment (notably, the health insurance cost increases), there seem to be a number of factors that led to a crisis that were based on poor planning and projections.

Many of these questions are difficult to answer with certainty because of the lack of information about the causes or solutions for these financial difficulties. As faculty we have been asked to take on additional labor during and since the pandemic and now it feels as if we are only going to have to keep adding to our workload. The cost saving measures requiring re-submission of budget requests is adding to our administrative burden and is compounding uncertainty about how to plan with regard to research and teaching.

The lack of transparency, lack of communication, and purported urgency with which these actions were rolled out to faculty and staff is not acceptable. Also, the release of information was distinctly different for fac/staff in the academic side vs. operations side of the university, for no stated reason.

It's hard to be definitive because there is so much information we don't have. I realize "faculty governance" is perhaps difficult to achieve but it is surprising to me how faculty here are so excluded from any meaningful decisions about anything. As the legions of administrators continues to grow. Too bad.

These types of measures save small dollar amounts in regards to the larger budget but can have negative impacts on students (e.g., students are no longer being on boarded to perform jobs necessary

to keep departments running as usual and to teach students through real working experiences), staff (e.g., those at UD with the highest salaries are less impacted while those with the lowest salaries now have to shoulder even more workload while simultaneously losing benefits such as the ability to travel for continuing education opportunities that may keep them engaged and interested in staying at UD), and faculty morale (e.g., over time we have been expected to keep supporting graduate students and maintain research programs without receiving F&A returns). This is all very frustrating when the reason for the additional cost saving measures are poorly explained and there is a promise the measures will be temporary when the proposed reason (e.g., rising healthcare costs) is not anticipated to change in the near future and the University continues to hire higher level administrators with large salaries that remain high despite the reported concerns about the budget and spending. Is refusing students job opportunities and refusing staff coffee at events really the best way to manage the budget if we have real problems?

The administration's opaque handling of finances can only lead to distrust among the staff who cannot do the work to check the administration's work and keep them honest. It is also insanely frustrating that those in charge of the university's finances and budget have clearly failed in their responsibilities to budget appropriately and plan for future adverse circumstances and yet it is the faculty and the students who bear the brunt of the budget cuts rather than the administration most responsible for the crisis.

The administration could put off moving to STAR campus & making renovations to Hullihen Hall until the financial difficulties have been resolved. I find it difficult to justify that expense at this time, even if Hullihen is going to be for the students. If an austerity budget has been implemented shouldn't that money be put to better use? The students have done without that space for a long time. Now is not the time to do renovations. I hate to think about how much is going to be spent on the STAR offices. I don't think the dean of CHS spent as much as Assanis is to move most of the college to STAR. I also feel there has been mismanagement of funds...why was there a surplus of funds in the summer/fall and now there is a shortfall? I sent **** an email questioning **** spending at this time. **** it did not do anything to ease my concerns about university finances. **** even went so far as to hope **** department chair would be able to keep up department morale during this time. Bottom line, I do not trust administration to do what is right for students' learning and faculty's teaching effectiveness.

I am frustrated by not knowing what other measures are being taken by the University to address the crisis. Right now it feels like faculty (and staff, probably much more than I realize) are being asked to make sacrifices to fix a problem not of our making. It's one thing when it's an unprecedented global pandemic, but when we basically went back to business as usual and then years later are told "oops, still pandemic problems here," that is a problem. In the meantime, we are getting emails about a new VP hire, a new advising platform being rolled out, a new athletic conference, and so on? Whose job is it to maintain financial stewardship of the university, and what are they doing to help? Further, I want to know from the administration what is being done to preserve the student experience. This year's graduating class started their college careers in 2020, after missing out on their senior year spring in high schools and starting college online. Will the university ensure they are getting the education and experience they signed on for? And what about other current students—how are they going to be feeling the budget problems?

I am greatly concerned about how the administration handles the current budgetary situation. To begin with, we were completely surprised by this "budget crisis" a few days before the semester started. We were given piecemeal information about it; we were also given conflicting and contradictory information. There is no doubt our research, teaching, and service responsibilities will be affected as a result of how the administration is handling this issue. As usual, we are asked to be good soldiers and sacrifice for a "cause" that is completely unclear and does not seem fair at all.

Administration leaders are doing something wrong, and it is unprofessional to blame it on issues that are not causing this "crisis."

Working conditions for faculty have gotten to be more and more challenging with the shortage of staff. More time is spent on administrative and other tasks that used to be completed by staff. The custodians in my building have been allowed to take numerous and very long breaks, hiding out in classrooms and other spaces, but meanwhile I'm emptying my own trash every day, and it seems that my office isn't vacuumed or cleaned at all. Why are the front doors to the buildings still locked? This is an inconvenience at best and a bad look at worst. I've spent an inordinate amount of time learning and figuring out Concur and sorting out grant finances for valid charges, having even spent hours with staff who aren't sure how to deal with certain special issues. The staff are working hard, but something is not working well. This all makes me less inclined to apply for new grant funding because it didn't used to be this way in my department. I was actually told that I should train graduate students to do the Concur work. How is it reasonable to have NSF paying for my Concur work when the university is getting so much overhead on the grants? My research involves more than the typical amount of purchasing so this is unsustainable and impedes my research. It's so disappointing that the administration chose to spend \$6M to change football conferences and \$3M for temporary space on STAR campus. The spending choices are especially frustrating when one considers that there's been a well-known need to find a new home for the Mathematical Sciences Learning Laboratory since the McKinly fire in 2017. As documented in Math Sciences' recent Annual Program Review, MSLL has been doing great work but is stretched so thin. MSLL is not fully functioning as designed and intended given the growing need for sections of introductory math combined with the poor classroom spaces that many of the classes are scheduled in. These circumstances impact the core university mission. These challenges were noted in the APR response from the external review committee: "despite its significant successes, the Mathematical Sciences Learning Laboratory (MSLL) continues to suffer with geographically separated, substandard, and limited instructional and faculty office space," even noting that "the MSLL faculty space is in many ways actually unsafe to the point of being an accident waiting to happen." They further noted, "The current situation was fine as "temporary" but has outlived its usefulness and is now negatively restricting what MSLL can do. They are physically maxed out with the space they currently have and are psychologically drained from many years in what should have been a temporary situation."

In my ** years at UD, this is by far the most appalling display of administration incompetence. These sudden austerity measures have caused chaos for department's who spent innumerable hours planning the budget for EVERY aspect of our programming. It is simply unacceptable for the administration to harm departments in this way. This is an inflection point for UD governance. Calling for a vote of no confidence in President Assanis is a reasonable next step. Why? Because the precedent set by austerity is so dangerous. We must send a very loud message to the administration and the Board of Trustees that this is simply unacceptable.

I cannot wrap my head around why we have a surprise budget deficit. How was this not something they saw coming? What type of financial planning do we have if we can be blindsided with such a large deficit?

I understand that budget situations can arise that can significantly impact the overall finances of the University. That being said, it seems that these financial issues should have been anticipated by the university and the cost-cutting decisions just came out of nowhere with very little information provided to faculty about the rationale for these austerity measures. In my unit the impact is already being felt with travel expenditures cut for faculty, and additional teaching and service requirements being placed on faculty.

<p>This administration is increasingly erratic and inconsistent. The President's fiscal priorities are hurting the University's academic programs. We are long overdue for a change.</p>
<p>Money for professional development should be standardized as it was before. Computer hardware should be replaced every two years as it was before We need better teaching facilities! Overcrowded lecture rooms are leading to poor student attendance.</p>
<p>I have no confidence in the current administration at this university.</p>
<p>It is highly unfair that all administrators at UD, who do not contribute to teaching or scientific output-based rankings (as measured by, e.g., Nature Index daily, https://www.nature.com/nature-index/institution-outputs/generate/all/regions-North%20America/all, with names of all faculty who contribute), are getting over \$50,000 bonus every year (amounting to more cost than faculty salary increase for all 1300 Professors, which were initially claimed to be the cause of current deficit). Under the austerity measures, such administrator bonuses should be removed (a measure never mentioned). Under normal operation, bonuses should be distributed in fair merit-based way (i.e., to faculty whose scholarship, external grants and/or teaching stands out).</p>
<p>The decision to join the FBS was unwise, unnecessary, taken without any input from faculty, and will divert resources from the university's primary mission: education, scholarship, and research.</p>
<p>My department makes it possible for me to grow despite any problems with the University at large. The situation would be different if I were in another department.</p>
<p>Lack of transparency leads to lack of trust and makes it impossible to plan for the future, whether in scholarship or in teaching</p>
<p>President Assanis's tenure has been marked by exuberant spending on big ticket, non-revenue generating items (especially buildings), ever-increasing operational friction and the general erosion of academic leaders' autonomy and authority (they've all become highly paid administrators). The push for centralized decision making, the poorly conceived and executed UDBM, and the general hubris exhibited by the President and many of his direct reports actively discourage innovation and the pursuit of new opportunities. There is little reason or justification for this administration to continue.</p>
<p>To expand the pool of those benefiting from education is to shrink the pool of those victimized by sexism, racism, classism, and received notions of privilege, culture, and economic success.</p>
<p>As someone who works a great deal with graduate students, I see the impact this already is having on them. It is ruining morale and materially changing their ability to do their work.</p>
<p>These periodic 'crises' allow for deans and up to now say no to strategies/efforts that are on-going/have been developed. Feels very much like a tool to not spend money on what the money is for at the university-to support faculty and students in the lab and classroom.</p>
<p>Priority should be the retention and support for faculty/staff in serving student needs. It seems there are other measures that can be taken such as no bonuses for upper administration and/or a reduction in salaries for upper administration. The disparity in compensation/salaries between upper administration and faculty is seismic. Examining opportunities for austerity measures at the upper administrative level would allow for less cuts at the department/program levels.</p>
<p>I have been asked to teach more, my course caps are being raised; I cannot go to conferences or even access my research funds. I will not serve on any new committees because of all of this, and my future CV will have gaps in it putting my promotions or future job search (because of faculty's poor treatment) in jeopardy. I am suffering from the admin's ineptitude and the students will too. There is no longer any "academic mission" at UD. Will we have to include a "2024-2026 Austerity Measures" statement in our future dossiers similar to our COVID statements? The last time we got this dire warning, folks stepped up to teach more classes while admin took a pay cut. The pay cut was reimbursed and yet the extra teaching was not. We will not be fooled again. When will the faculty senate have a vote of no</p>

confidence in Assanis? Everything is hidden from us despite "shared governance." For an institute full of smart people, we are too trusting and this will keep happening.

I have zero trust in the administration's handling of finances. Year after year, we have been told--very late in the academic year--that "there is still no budget." It feels like things are always ad hoc and that even the accountants have no real grip on the university finances. This situation pre-dates Covid; in fact, it has been a feature of my entire career at this institution. The administration seemed extremely reluctant last summer to let the union see the books--ARE there even any books? I still remember one year (in the early 2000s) when a dean came to our department and told us that they had just started using spreadsheets to track finances--as opposed to?!?!?!? It perpetually feels like the finances are just fly-by-the-seat-of-your-pants. Thus this current crisis, which seems to have come out of nowhere, is viewed by this professor in the context of a decades-long history of incompetent fiscal management. We are perpetually told that the finances are unclear and no one seems able to do the math. Because the current moment fits in that pattern, I don't really believe there is a crisis. It seems manufactured, perhaps with some ulterior motives, and perhaps as retribution or union-busting for the contract negotiations.

There is no excuse for not seeing this budget deficient coming. This is the job of these C-suite administrators making hundreds of thousands of dollars a year. There maybe explanations for why this happened but we don't need to pay people a lot of money to tell us why something has gone wrong.

I felt unqualified to answer question 12 and wish there were an option to indicate that. The need to submit budgets and seek approvals create the biggest challenge. It's not that it's hard, but it is so time consuming. The time lost on unnecessary paperwork has a huge impact on me, my teaching, and my research. It has a crippling impact on my department's already stretched administrative team. Austerity measures should consider where the biggest impact on savings actually lie before cutting cutting the nose to spite the face. Eliminating all spending first and asking questions later has created unintended negative consequences that are now hard to reverse. If this wasn't an emergency a month or two ago, it couldn't have become an emergency overnight. Perhaps implementing step-wise austerity measures while gathering impact data could have had a different outcome garnering the will and support of faculty and staff rather than engendering the disgruntled attitudes that now ripple through campus.

The University has created many administrative positions with 6-figure salaries and an Honors College without being transparent for the reasons. The President gets an exorbitant salary and has created the notion that our University has a „First Lady“. Disgusting!!!!

Many of my 'neither disagree nor agree' responses are based on a lack of information or understanding of how financial decisions are made at UD. I can't recall hearing clear answers about the budget model for at least a decade and have become disinterested and untrusting which is not typically in my nature. Financial incentives for departments either don't exist or seem to be a moving target. Growth seems to be the default solution but it is not supported well enough within UD or in partnership with the city of Newark. It should not be the solution any more. Leadership should be more innovative.

To answer some of these questions honestly, I need greater clarity and transparency regarding the situation. And this is precisely the problem. I am not at all convinced that we will ever be made fully aware of the scope of the issue.

Given that the size of the proclaimed deficit is roughly equal to the amounts that will be spent on the entry into new leagues by U.D. sports teams, the Union should demand that the administration economize by rescinding these foolish measures. Academics should come first and sports second or not at all, if, as the administration says, we cannot afford both...

It's hard to feel like these new austerity measures are not a part of subtle retaliation that the union successfully secured a raise in our most recent contract. That's bad for morale.

Financial cuts have already resulted in the loss of expected training this summer, changes to the plan for my teaching in the coming year (multiple new preps), and loss of travel funding for conferences already submitted to for disseminating research nationally. These changes are having repercussions for my career at this early stage immediately.

Right now it looks to me like many in my department, especially CT faculty, will be doing more work, and more work of the kind we don't typically do (because we're picking up slack) for the same pay. That is a significant additional burden on time and energy, and comes right after our new contract and raises. It's very difficult not to see these measures as an effective pay cut. This is frustrating, especially in a department that seems to continually come up against funding barriers. There always seems to be some financial reason we can't be as innovative and engaging as we'd like to be. All this is even more frustrating because UD came out of COVID doing pretty well (as far as I could tell). No disaster happened since then, but suddenly budget alarm bells are ringing. To me this indicates one of two things: we can't trust the administration's explanation of the budget situation, or we can't trust their financial expertise. Either option is disheartening.

My department had to cancel several recruitment events I was organizing because of the budget crisis. Those events will not happen, so our ability to recruit future UD students and majors has been compromised. Worse, my faculty volunteers are so angry I don't think I can get them to help with future events, even if the money is there. Why should they, when the university undermines their (volunteer!) labor like this? Morale has been severely damaged and faculty are angry.

I responded "neither disagree nor agree" to questions 4, 6, and 12 because the lack of budget/financial transparency from the university makes it difficult for me to make an informed choice in either the agree or disagree direction. I responded "neither disagree nor agree" to question 8 because I don't know yet.

Stop spending money on administration (new office in a tower, vacations etc). Also we are not in for profit business, the goal should be to do good research and educate people NOT make profit.

I appreciate this was surprising. I appreciate some of the pull back on restrictions. It could have been worse. But there has been some overreaction at department levels as chairs were confused. I think there has been transparency to some constituents but it doesn't trickle down or is reinterpreted by the time it hits departments. Also, the university is missing its inefficiency costs. Rather than cut travel, UD - including the senate - need to cut down on how long it takes to get anything done. We can't generate more revenue and SO much time is dealing with obstructions and process. Reduce that and faculty can generate more revenue.

It's time for a vote of no confidence in Pres. Assanis.

I am new to the university and find this budget crisis a bit baffling. I can't figure out how it was not anticipated and why communication about it has been so convoluted.

The measures create a lot of extra workload by the need to reevaluate which expense are done from what grants vs. what discretionary funds. We need to justify and request approval for all expenses on discretionary funds in the Dept. of ****, even for those that are in principle permitted (e.g., student travel to conferences or salaries for students doing research). That is lost time not available for my real faculty work. Although I understand that some measures are needed, they should exempt expenses below a certain threshold and not require extra workload for permitted expenses.

- Requiring authorization for legitimate use of start-up funds will have a direct impact on starting faculty. The guidelines for restricting the use of these funds are extremely vague. - Some of these costs-cutting measures seem to be just adding a burden to both unit supervisors and administrative staff. The administrative support in my unit was reduced during the pandemic and never restored, and I'm concerned the ever-expanding obligations put upon our administrative staff will increase attrition and turnover, which is already high. - Faculty at UD are often asked to make sacrifices to address

budget shortfalls by an administration that has been unable to provide a clear, sustainable, and fair business model. They also refuse to provide even the minimum level of transparency needed to evaluate how the finances of the university are managed.

The suddenness with which these measures were announced seemed extremely dramatic and designed for PR reasons rather than being fully justified and explained. The amount of person-power committed to this issue since it was announced seems like a colossal waste of time and energy that could have been better spent collectively designing a plan to respond. I do not trust that the upper administration is being fully transparent about the financial situation of the University. Also, the upper administration seems to be blaming deans offices for poor communication with chairs and faculty about the specifics of our current austerity measures, but it seems to me the deans are themselves receiving very unclear directives from above.

The administration has the resources to minimize the current financial situation. The administration should be transparent in its dealings with the faculty.

The cutting of research support for visiting colleagues and attending conferences (which was already minimal) at an R1 school is utterly ridiculous. If we're meant to be taken seriously as an R1, then administration has to start increasing support for these efforts. Cutting support encumbers current research faculty, makes recruiting future quality researchers more difficult, and it must damage the institution's research reputation. It is incredibly short sighted. Another perspective that grates is the following: Administration has pushed for collaborative and cross-disciplinary efforts for many years, but when faced with a shortfall (for whatever reason -- they've been so opaque about this that it is impossible to really know) among the first things administration does is cut funding that would support such efforts, while simultaneously advancing athletic endeavors. It feels as though the administration has forgotten the university's core mission. It also seems that administration has forgotten that one of the central reasons for having a healthy endowment is to actually use it when there is a shortfall.

These actions appear to be extremely short-sighted. The loss of productivity caused by the immediate and after-effects of this imposed spending freeze will be felt for many years, and will translate to fewer incoming dollars, fewer grants, fewer innovative programs, fewer reasons for students and faculty to make UD their home.

I don't understand how the limitations on discretionary research funds (e.g. startup) will help cut spending. These are funds necessary for research and it does not seem to align with the mission of an R1 institution to limit research expenditures such as travel to conferences (unless there is a belief that we are not using these funds adequately - which would be quite a condescending assumption).

For a public university with a growing enrollment and large endowment, the financial climate is hard to fathom. Especially embarrassing is when the Graduate College sends an email asking for "volunteers" to be able to meet the needs of the office. The lack of transparency and communication between administration and faculty/staff affects the morale of all those involved.

The university is sidestepping faculty involvement in determining the university's budget priorities. We have seen what this leads to at other universities--large cuts to academic programs. The administration should be using its previous operating surpluses as a rainy day fund rather than as a way to build their credibility as endowment managers (i.e., endowment "growers").

As a named professor, I have a financial cushion for travel and research that most faculty lack, so I will still be able to present my work at conferences and network with other scholars. But I am very, very worried about my many colleagues who are not in the same advantageous position, and who are being shut out of one of the primary ways to build their reputations and also let the larger world know about what is being accomplished at UD. This is awful. It will hurt the faculty, but it will also harm the university and its reputation.

The Mathematical Sciences Learning Laboratory (MSLL) faculty were relocated to a "temporary" space due to a fire in McKinly Lab. This was 7 years ago, and **** still in this "temporary" space (a space that has had many issues over the years). Students are still being taught in an old dining hall that was quickly renovated within a couple weeks to accommodate MSLL classes after the fire. **** need new, adequate space to teach the 1000+ students that take MSLL classes each year. I would have hoped spending money on new space for the MSLL faculty and classrooms / testing labs for students taking MSLL classes would have taken priority over moving to Division 1 football.

It's unclear what led to such a drastic deficit and why the university can't reallocate money from other accounts to offset it.

The administration's lack of transparency is troublesome, to say the least. There was no transparency during the pandemic, either. No explanations are given as to why there is no transparency. It leads one to conclude that the objective is to hide bad financial planning, decisions, and stewardship. The administration is not interested in seeking assistance to alleviate a (supposedly) bad financial situation. Otherwise, it would be transparent and seek input from its faculty.

I am paying out-of-pocket for work-related expenses to protect our students from being negatively affected by the cuts. I hope UD recognizes the efforts faculty are undertaking to deal with these issues.

We did not have a budget for several years under Assanis's leadership. During that time, major new initiatives were announced, dollars spent. Now Assanis is taking 50% of tuition dollars and starving the colleges. Where is the Board of Trustees? What kind of oversight is happening?

The messaging on this has been a disaster. I don't think an announcement like this should have been made until there were clear, equitable, published processes and procedures for how faculty should proceed.

At the very least, the administration should explain to faculty what caused the current budget deficit. Without that explanation, faculty cannot determine whether the austerity measures are an appropriate response. More fundamentally, lack of transparency can shake faculty's confidence in the administration's ability to manage UD's finances with prudence and responsibility.

The wording on question 12 is confusing. I disagree with the administration's decision to join the new league. That is going to have a significant negative impact on the financial health of the University and academic pursuits. That's especially true given that we have financial challenges. I have no confidence in the administration's decision-making and priorities.

The faculty and staff are overly burdened with paperwork and other unnecessary documentation for routine expenses now in the wake of these new financial issues. The faculty and staff are not responsible for the apparent huge shortfall yet are burdened with most of the inconvenience of digging us out of a hole, yet again. Classrooms are in need of basic repair, research is impacted by the constant need for expenditure justification paperwork, and service to an organization that clearly does not value my time is not something I'm looking to expend much effort toward.

My impression is that the administration is being penny wise and pound foolish. The austerity measures implemented by my college will directly impact research (e.g., losing access to college/school vehicles for field work/transport), teaching (field/hands on experiences not supported), and student/faculty moral (e.g., no support for interactions, meetings, coffee, etc.) which has already suffered greatly since the pandemic. Many of the austerity measures implemented by our college that will impact us will save maybe hundreds if not thousands of dollars, an amount that will make no difference to the overall budget but have huge impacts on our moral and ability to do our jobs effectively.

How coincidental that these measures are adopted directly after passage of well deserved increases for faculty. Faculty in my department view this as retaliatory no matter how the administration frames it.

Show us administrative bonus figures. Why does UD have so many more admins than other similar universities? We need faculty and support staff, not more administrators

It seems as if the administration has lost sight of what it means to get a college education and provide support for the faculty who are essential in delivering it.

I was given \$**** of startup funds in my contract as of **** and now am told I suddenly cannot use these funds, which is frustrating. If I was and am eventually able to spend this money and it was budgeted for **** years ago, I do not understand why it must now be put on hold. These cost saving measures seem sudden and drastic. If revenue exceeds budget most years then UD should be ok to experience an occasional loss.

These restrictions are far more onerous and labor-increasing than austerity measures at the two other comparable state schools I have worked at--and I expect more apology and accountability from those who caused the problem through their failures of oversight.

I was curious to revisit the current strategic plan in light of the austerity measures. Under "Reimagining intellectual and physical capital..." I find the first Objective to be "We will attract, retain and develop excellent faculty and staff to enable the University to fulfill its mission, both now and for future generations." UD already has a reputation (borne out by colleagues' salaries at peer institutions, which we see whenever we submit a grant proposal together) for not offering competitive salaries or retention packages. One expects that the situation will get worse. Also, I don't see anything about moving up to FBS in the strategic plan, nor do I see any element of the plan that is supported by this move.

1. It is not a coincidence that the administration admittedly rushed to complete the costly athletics move (under secrecy) and announce it just weeks before the news of health insurance increase broke in the press. Then, administration claims they weren't made aware of the cost increase until it was reported publicly, this is not accurate. They knew this was coming and still pushed the athletics move through first, behind closed doors, with no transparency at all. 2. Administration is literally reducing or removing the ability of faculty to travel to conferences for scholarly activity, while joining an athletics conference where student athletes will need to fly long distances to play games. 3. If the health insurance cost is as catastrophic as the administration is making it out to be to justify their restrictions against faculty, they should withdraw the athletics conference move based on these new financial circumstances. 4. The University has cash reserves, real estate, and investments that could easily cover the 20-40 million shortfall. Instead they have immediately and independently instituted these cost savings guidelines, which disproportionately affect faculty and students, as opposed to administrators. It's almost as if they had these restrictions ready and waiting to go, and refused to look at other options to mitigate extra costs they knew were coming...Almost as if it were a direct reaction to the recent bargaining process.

The measures are honestly ridiculous. The administration is making excuses to cut expenses left and right, instead of evaluating the need of other expenses (more administrative seats, athletics etc.).

My research has already been affected by the financial freeze. I have had to use negotiated startup funds to cover student travel that was promised last year when they applied to our program and am now unable to pay participants due to new bureaucracy around payments from supplemental accounts.

I am completely disgusted and horrified by an announcement day before classes about a cost freeze. I am feeling punished by the ministration, because they had to pay adequate compensation for the faculty. This felt like it came out of nowhere, making it difficult to move forward to create an outstanding program for our students.

My impression is that the University has, over the past couple of decades, hired numerous administrators, far out of proportion to faculty and to what is needed to promote excellence in

teaching and research which, I take it, should be the primary jobs for the University. Perhaps a few fewer vice-provosts etc. would help ease the financial burden on the University.
The president and "first lady's" spending on their house and offices are unconscionable.
I heard this statement made about this president in his first year, "This guy spends the same dollar in three different places." This should not be a surprise that we are here as an institution.
it is outrageous that such an error could have been made. who is taking responsibility for this oversight and what guarantees do we have that such mistakes won't be made again in the future?
I would love to hear about matching cuts to our bloated and ever-expanding administrative bureaucracy. Also: these people are paid to be in touch with the State of DE and to anticipate trends, etc. This seems like, at best, managerial incompetence to be caught this much by surprise.
Don't know the details of the UD's financial status, how it was managed, and how we ended up here, it is really hard to assess those cost-saving measures and their effectiveness.
With the stock market going through the roof, the endowment should be able to make up for the presumed deficit. The deficit seems to me an excuse for a hidden agenda. Assanis and his close circle have different goals and priorities. Sad
Given the administration's lack of disclosure, many of my answers are "neither agree nor disagree" as I have no factual basis to respond to the statements above. I do, however, find it deeply disturbing that austerity measures have come in the same pay period as our rather dismal increases in salary. I am unaware of the reasons for austerity, and I am willing to give administration officials the benefit of the doubt, but one must admit that the timing of these measures gives the appearance of retaliation.
I am concerned that the Senior VP and CFO does not have the academic preparation, financial background, and financial experience to manage and navigate the university's finances and forecast appropriately.
Academia is being eaten by time-consuming tasks. Multiple articles reviewing this trend, "It's not only that growing bureaucracies cost a lot of money; they also enervate American society. They redistribute power from workers to rule makers, and in so doing sap initiative, discretion, creativity and drive." AND "The growth of bureaucracy costs America over \$3 trillion in lost economic output every year, Gary Hamel and Michele Zanini estimated in 2016 in The Harvard Business Review. That was about 17 percent of G.D.P. According to their analysis, there is now one administrator or manager for every 4.7 employees, doing things like designing anti-harassment trainings, writing corporate mission statements, collecting data and managing "systems." This situation is especially grave in higher education. The Massachusetts Institute of Technology now has almost eight times as many nonfaculty employees as faculty employees. In the University of California system, the number of managers and senior professionals swelled by 60 percent between 2004 and 2014. The number of tenure-track faculty members grew by just 8 percent."
The administration is building many structures on campus!!! Why aren't they aware of the financial shortfall? Puzzling!!!
The administration has not been transparent about financial matters. Who is paying for all of the changes necessary to become a Division I football team? Why does the president have a penthouse on the Star Campus in addition to his home on Kent Way? Why does the administration continue to hire more administrators and add to an already bloated administrative staff? Why is there no transparency with administrative salaries?
Personally, I think the part of the University community that is most affected by these austerity measures is the Staff who have no voice (not unionized) in this process and are at the lower end of earnings in the University (after administration and faculty). Their distress is bound to affect teaching and learning at the University and, therefore, should be on any discussion or action that UAPP-UD undertakes.

Having been a department chair and now a faculty member, I have often been disappointed in the fiscal chaos that is ever present with Pres. Assinis. His priorities seem more toward self aggrandizement rather than for the benefit of students, staff and faculty. His budget models never amounted to anything and the centralization of money means that he is responsible for the mess we are in. He is a disaster as a President and should never be renewed.

Why were administrators reimbursed fully for their reduced pay during the COVID crisis and the faculty received nothing in exchange for forgoing raises. What is the average raise for the President and top administrators? Why in the world has our union never even considered striking? Why does the administration not share information with the faculty; because there is no reason for them to be transparent. Our faculty union is a toothless dog that they pretend to negotiate with the full knowledge that ultimately you will accept whatever scraps they offer you. In what world does an employee receive a raise as a function of rank as opposed to salary? Certainly not in a free market economy which is the world in which we compete. We have a Math department that seems to take a perverse pride in their horrific teaching and pathetic research. We have professors in disciplines who struggle to enroll 15 student in a class while professors in disciplines that the student wish to study face ever increasing enrollments. We all receive the same "structural adjustments" that represent the majority of that for which you have negotiated. The only way that the union contract permits us to receive a raise is to go into the marketplace and receive an offer that the university then chooses to match. My ethical colleagues recognize that to do so is unacceptable. Many of those who do receive offers choose to take them even if UD offers to match them. Speaking for myself, I personally am 30 - 40% below market and have suffered a 10% salary loss due to inflation in my time at the University. Why am I still here? I chose not to disrupt my family, but as my youngest child graduates next year, I will be gone the year after. I have many colleagues who are similarly situated. Why have I dutifully paid my dues for these past years? Out of a sense of obligation and not realizing what a fool I was. Look in the mirror. The union is the reason we lose productive faculty while retaining those who would be otherwise unemployable. The union, more that the administration, is the cause of our increasing mediocrity. More than 50% of the Full Professors with whom I work would not receive tenure (or even come close) if they were current Assistant Professors yet receive a disproportionate share of our raise funding. Ludicrous. I have never analyzed whether the union leadership is composed of the of the unemployable and are protecting their own jobs (I suspect not) or are protecting the jobs of their unemployable membership. I don't really care. Do some self-reflection and be part of the solution, not the enablers of the problem. Or continue down the same path and protect the very mediocrity which pretend to be concerned with. In any event, at least be honest with yourselves and don't pretend that is entirely a problem with the administration.

My comments are based on what I have experienced or seen as a faculty member. I can not say if the administration is making an effort but it is not trickling down to the faculty. I question if funds might be redirected by deans, department heads or directors to their pet project rather than where the funds were intended. So not a fault of the top admin, but they not following up with the faculty that the funds reach the intended audience

All faculty who were promised discretionary funds should have unfettered access to that money. It's absurd for the university to withhold these promised funds. In particular, pre-tenured faculty in the sciences should not have any restrictions placed on these funds. Their development as faculty members depends on their ability to freely use these funds to build their labs and start projects that will allow them to obtain funding (and overhead for the university!). Aside from this, the administration has engaged in a series of financially questionable decisions that informed my ratings above. I have no sense that the STAR campus or Graduate College do anything of net value for the university. The flurry of VP and vice-provost position hires make no sense to me either. The administration's decision to

centralize services has been counter-productive in that it places more work in the laps of the faculty who are supposed to be providing value in the form of grant funding and teaching courses. Athletics programs across the nation (with a few notable big-name exceptions) are well known to lose money for universities. Moving up to Conference USA is only going to increase the scale of our losses. As a rabid fan of college sports, I am aware of the potential benefits of being in a high profile conference in terms of increased enrollment -- Conference USA is not going to increase enrollment. If the administration disagrees with this, I would love for them to show me how these things add value financially to the university. Please get me a new President. I have no confidence in President Assanis ability to make prudent financial decisions.

I cannot answer #6 because I do not understand at all what exactly our budget situation is.

Our department canceled its low-cost, morale- and community-building monthly coffee hours as a result of these measures. This will have no real impact on the budget deficit while reflecting poorly on the university and its management. Meanwhile, it is unclear what the high-level administrators are sacrificing. The inexplicable budget "model" has produced a situation where "the house always wins" and most departments appear to be doing poorly, when in fact things like faculty raises and inflation are not only predictable, but are to be expected over time. Expensive construction projects have somehow not resulted in updated classrooms or more office space for graduate students, and we are feeling pinched from all sides.

There is complete mismanagement of the finances. We were financially secure after the pandemic and now we are in a huge hole. I don't understand how they could NOT anticipate this or realize what is going on. I think the Board of Trustees needs to seriously consider whether President Assanis and his leadership team should be fired. There is no transparency and the faculty/staff/students pay the price for their negligence.

The lack of financial transparency, and the timing and seriousness of this crisis, has encouraged deep suspicion among faculty, staff, and students. Whether this crisis was the result of incompetence, malfeasance, or deliberate strategy is unclear; but under current conditions - and in light of UD's recent arrogant responses to local governments on issues of police abuse and paying for public services -- I have no confidence that the current administration or Board of Trustees will manage the affairs of the university in a manner that will encourage success in its mission, in the short or long term.

Prior to the operational efficiency email and budget cut announcement, the support provided by UD for junior faculty really made it a very attractive option among other competing offers. Unfortunately, the new restrictions negate all the positive benefits and have created a general worry about how I will be supported to ensure a successful academic career.

One thing not mentioned in the context of this budget deficit are higher administration salaries which are simply way too high relative to faculty salaries. Reducing these salaries to a reasonable level, which requires cutting them by a factor of two, would already balance a large portion of the deficit.

Even if we take the administration's stated justification for these cost saving measures face value (i.e., 27% increased health insurance costs), this should have been anticipated. Much of this increase is driven by coverage for weight-loss drugs such as Ozempic. Why was the administration not in regular communication with other employers about changes to their health care costs? Had they been better informed 6-9 months ago, they could have developed less draconian cost-saving measures. Further, the administration's lack of transparency makes me extremely skeptical that health insurance costs is the primary cause of this budget shortfall. Finally, why are academic units being told to develop ideas for increasing revenue? What major gifts has the administration secured for the academic side of the university? How does this compare to our peer institutions?

My attention to my teaching and research has been completely limited since the announcement. Instead I have been forced to engage in time consuming administrative tasks justifying budget, expenses, and schedule of classes. Such a waste of time.

The UD community should be made aware of the State of Delaware's situation regarding its health plan and how it may potentially affect UD. The AAUP should gather an independent assessment of the fiscal challenges facing UD and present it to UD leadership. How did financial decisions regarding UD Athletics affect the potential fiscal situation facing UD? Will UD staff have to forego salary increases for next year?

I heard that the administration decided to spend quite a lot of money to renovate rented space on the Star Campus to move from Hullihen Hall. If that is true, it's both money poorly spent, and it also sends a bad message to students and faculty that the administration decided to leave the central campus where most students and faculty are, to a more remote location, in rented space.

The lack of current budget model and movement of monies into different accounts for different meetings seems to have coincided perfectly with most units showing that they were in the red. This is not true and has been a false representation of UD's financial climate.

Having to submit permission forms for all expenditures from start-up, faculty support, supplemental, and gift accounts takes up valuable time. I don't understand how it helps UD for us to wait on spending those funds until after July 1, and don't trust that they won't be taken away from us after that. Waiting will cause a slow-down in research. Even with grant funds, we have to submit permission forms to hire undergraduate researchers. No one can say if this extra level of time-wasting form submission will continue for next fiscal year. I've already been paying for my own supplies because due to the budget problems our unit did not receive any overhead returns on grants and contracts last July 1, and we've been told we also won't this July 1. This makes not being able to easily spend dwindling Supplemental or support/start-up funds even worse. I'm also very concerned about administrative and professional staff promotions and reclassifications, some of which have been in the works all academic year, being halted now. It's very unfair to them. We may lose at least one person because of that, as other institutions will pay better. Not being able to hire new staff, even part-time miscellaneous wage, is short-sighted. If one of our people departs because the well-earned promotion has been halted, we can't replace them nor can we pay someone else overtime; this means that either the exempt staff or the faculty will have to pick up the slack with unpaid overtime because certain work still needs to get done. I do understand that increases in health benefits might not have been foreseen, but UD does not seem to have any built-in resilience or emergency fund to deal with this type of event -- instead, we're back to freezing hiring, stopping travel and normal purchasing, and adding in additional form submission for review and permissions for regular expenses. These measures slow down our ability to conduct UD work. Why is no emergency fund ever developed? Instead, in non-emergency times excess money seems to go to constant new building and to facilities, staff, etc. for athletics.

As a newer faculty at UDel, I feel deceived and disappointed. This budget crisis has already greatly impact my teaching and research.

I do not understand what specific expenses were substantially greater than anticipated. What was the reason for this discrepancy? Was this flawed planning and/or unanticipated changes in expenses? What actions can and will be taken to avoid this issue in the future? If mistakes were made, admit fault, show genuine remorse, and detail the plan to correct the fault and prevent it from occurring again. Department leadership was caught off guard by the way things were announced. This led to a lot of misinformation and speculation.

UD has made hundreds of millions of dollars in "net profits" in the past 5-7 years, according to our tax returns filed with the IRS. While some of that is likely restricted funds and cannot be used for operations, some of it could have been used. Moody's credit reports posted on the UD website show

that our operating margins have increased because of decreasing operating costs combined with increased operating revenues. The lack of transparency about our true finances is very damaging to the UD community. The administration has demanded efficiency from faculty for years, without providing the resources we need to do whatever the administration is asking us to do. For example, we are asked to grow our programs, but we are not given the faculty lines we need even to replace the faculty who has retired or was fired. Class sizes have increased from an average of 25-35 to 50-55 in the past decade. Until the recent pay adjustment, we did not receive a raise for years, let alone acknowledgement for the efforts we have made to support the administration's various cost cutting schemes. This latest message from the president is a slap on our faces, and just one in a line of many poor decisions. In closing, an indicator of how faculty feel about the recent email is that multiple faculty members in my unit have floated a "vote of no confidence" for the President due to the lack of trust based on the financial (mis)management of the University, and the centralization of power by this administration that has reduced the faculty's voice and governance in significant ways.

I understand financial troubles = belt tightening, but I'm not really sure why we ended up in this situation and I'm not confident I understand the plan (or that there is a solid plan) for getting out of it. I'm somewhat surprised by the chaos that seems to be happening (at least in my college) when it comes to figuring out how to proceed with spending/approvals. Seems a bit uncoordinated and unnecessarily bureaucratic. Hoping it just blows over soon, but sorry about the impact to faculty and staff hiring in the meantime.

My department has been lean for several years and we cannot afford any additional staffing cuts or hiring freezes. We have been asking for additional teaching/laboratory space for several years. It was even noted on our Academic Program Review as a deficiency. We are in the process of acquiring an additional classroom for laboratory teaching. The Director, **** said there was only enough money in the budget for one of the following: a sink, additional electrical outlets, or laboratory tables with countertops. This new space is for a laboratory classroom where we work with biohazards. I thought that this was terrible.

We are nearing a point where a vote of no confidence in senior administration should be taken in the University faculty senate, as a way of communicating our concerns to the board. There are surplus funds from recent years that the president should ask to use while we adjust to the new financial situation created by (in part) state of Delaware health plan mismanagement. Senior administration across the university are grossly overpaid. Their numbers and salaries should be carefully scrutinized and reduced. The president has a reputation for overspending on personal comfort, including renovations of the home provided to his family and an excessively lavish office. This is distasteful at a public institution that relies, in part, on DE taxpayers and indebted young adults for its revenue stream. It is indefensible in the context of our current budgetary climate. Trying to work within new budgetary parameters is absorbing an enormous amount of staff and faculty time that should be directed toward teaching, other student-facing services, and research. Faculty who can find other jobs are beginning to look for them, since this situation seems likely to go on for some time. We will not be able to retain our reputation, including R1 status, if we do not have more competent leadership in the near future. The board of trustees should be paying much closer attention to the university's budget crisis and asking pointed questions of the president. Thank you.

At a time with record enrollment and revenue for the university we get in financial trouble due to the administration failing to manage the cost side of the budget. One should consider external investigation to understand what has happened.

I administer both gifts and endowments which support faculty research. I am unable to effectively fulfill the goals of these funds, and have no idea when I will be able to do so. I have no idea how freezing these funds will help solve the budget crisis - these are targeted for specific research purposes

which will not change. The uncertainty is at least as damaging to faculty research programs as the budget freeze itself.

The real issue is that any changes made in the heat of a crisis will NOT be rolled back by the administration. This has been the pattern of this administration on numerous issues large and small. This is just another way to centralize their authority, control, and lack of transparency. I am hesitant to 'go along' with cutbacks that will inevitably outlive the 'need' for such cutbacks.

In making the consideration, focus was on research-based academic faculty with no consideration to practice-based instruction faculty who do not present research findings. Our travel as speakers and panelist is equally important to travel for research presentations and that should have been at least acknowledged. In addition, I don't know what impact these "cost saving measures" will have. I've pretty much been asked to sit and wait till the powers that be decide what will be funded and what leftovers will be doled out for non-researched based faculty. I don't know how this will impact my students yet. I don't know what impact this will have on community partnerships made and institutional partnerships in the works for our students.

They knew this increase in medical insurance costs was coming. They did nothing to prepare for it, or incorporate the increase in the budget.

I am a temporary faculty at UD and the recent cost saving measures have brought on so much stress regarding my job security that I am not able to focus on my teaching and my students as much as I used to, and my teaching effectiveness is decreasing. I am constantly worried that I might lose my job for next year and therefore have to spend time looking for other jobs for my own wellbeing. My mental and physical wellbeing has suffered greatly since the announcement of the cost saving measures, and this has impacted my teaching and my interaction with the students.

The administration's list of reasons for the deficit does not include too many overpaid administrators. Over the years repeated outside evaluations of UD have noted that we have too many administrators. Bureaucracy run amok! If UD eliminated/consolidated some of these positions, our "deficit" would not be as significant or might magically disappear altogether.

It is unclear how the administration went from a surplus to a large deficit. The lack of transparency in terms of university finances is concerning. The initial impression given by the administration is a complete withdraw of funds/support for graduate students, which was exceedingly concerning. The lack of clarity with the initial budget restrictions were poorly presented and it is still not clear beyond "medical costs" what the origin of the budget restrictions are. This is in stark contrast to upper level administration spending for temporary office spaces (\$3 Million!!!!) for the president on the STAR campus (currently unoccupied). These renovations have only occurred within the past year and you would assume that they would have fallen within the scope of areas where administration should be restricting spending.

The lack of interest in supporting research at a R1 is baffling to me. From staffing to return from indirects the approach does not motivate even the most motivated researchers.

This UD administration is a huge disappointment: faculty are used and their time is abused by unnecessary tasks meant to justify existence of blown-out-of-proportion administration body (more than 20! vice-presidents and associate provosts!!!). The climate in UD is SO different and SO much worse than 10-15 years ago. Faculty salaries are pathetic in comparison with our colleagues' in East Coast universities of the same rank and caliber. Administration is not willing to value professors based on their achievements - they only value us if we get offers from other universities, then they would think about retainers. Narrow-minded and bad for morale.

The budget cut significantly impacts my teaching effectiveness, research and service qualities. I had to cancel conference paper presentations because of it, and spend hundreds of hours redesign courses so it is still offered without S contract support. While the priority now is to work together to get through

the current difficulties, it is important that the university be more transparent with its management of the finances in the future. The administration must be held accountable. Any potential mismanagement must be identified and measures to be taken to minimize it in the future.

There's a sense that these cost saving measures are retaliation against the recent collective bargaining agreement. I'm surprised that isn't reflected in these questions.

For #13 >> I feel UD *did* provide me with resources needed prior to the new budget cuts. I no longer feel this way...

We are now a for profit institution as this administration has prioritized monetary gain and corporate agreements over student achievement/opportunities and research excellence. And there is no accounting for where all of the money goes which leads to a lack of trust.

Open and honest communication regarding the budget is necessary if upper administration wants a trusting alliance with the faculty. If there were more transparency, we would all be able to work together to ensure that we stay fiscally sound...but, the current approach of administration makes it feel like they are hiding something, which only engenders more mistrust.

UD is now an R1 university only on paper and not reflected in support of our faculty mission. While we keep bringing in large grants, our overhead keeps rising while we continue to be nickel-and-dimed by our admin while basic support services continue to erode. Now, we are told we cannot use our discretionary funds to support our research and publication efforts, and junior faculty are having their start-up accounts frozen. These actions will destroy our ability to carry out our research and teaching missions and will barely make a dent in this ridiculous shortfall. These actions will, however, succeed in continuing to grow the already high faculty discontent at UD. Retirement cannot come soon enough.

Are there not administrators whose role it is to forecast the financial health of our University? Who are those people? What is their salary? Is the President offering a salary reduction? Will the austerity measures impact the multi-million dollar rehab of Hulliann hall? I demand to know where F%A from my external grants are going and demand that I have the opportunity to earmark more of the 63% of funds to go to my department. We have students working in the hallway on their knees, we have faculty who have been pivoting since 2020 with no respite. 40% of our faculty are s-contracts. Also, the admin can not take away or freeze support funds offered as part of a hiring contract. I am furious and disheartened and exhausted.

what spurred such a large increase in insurance costs? is this covid related? are we seeing the impact of covid on the health of faculty and staff at UD?

We need a change in the President, the financial leadership, and the facilities leadership. All are not serving the university's academic mission.

I am a junior faculty member who started working at UD in fall 20**. My entire experience of working at UD has been of crisis and emergency measures. I am exhausted by the demand that I fulfill my research and teaching obligations with fewer, and fewer, and fewer resources. In no year of my time at UD have I received the full travel funding for conferences that I was promised when hired. I have never received merit pay of any kind. I have simply been asked to teach more and more (and more challenging classes to prepare) and to keep producing scholarship at the same level with virtually no resources. At the same time, I see more and more administrators hired and more money invested in athletics (and to say that I am skeptical of the university's assurances that this money comes from elsewhere is an understatement). I am virtually done with UD, which has successfully alienated me and many others in my generation of faculty. Over and over again we have been asked to bear the brunt of budget shortfalls, with this last crisis apparently attributable to the shortsightedness of those who make three or four times my salary. If the UD administration actually appreciates faculty efforts, they certainly don't show it. They seem to see us as endlessly exploitable.

While I understand the need for cost saving measures. I am not sure the administration is prioritizing the correct things. It seems to me that there are many places where the University could cut costs without effecting research related travel or student centered events.

This will have negative implications for retention of strong faculty.

The oversight on various spending accounts is a ridiculous cost savings measure. It means significantly more busy work for all involved- dept chairs, deans, etc- and does nothing to stem the deficit that the university claims to be in. It hamstring my ability to do my job well and affects the morale of those who work here- including both faculty AND staff. The university should be looking at the salaries of all the bloated upper-level administrative positions. And at the enormous university president's salary. And, at various capital projects. Nickel and diming those of us trying to just do our jobs based on funds that we already have in hand is a really dumb way to resolve the finances at UD.

So little information is available from the administration; what little information there is changes week-to week; that it is almost impossible to offer informed answers to questions after #2. The informational lack from the administration creates the impression that they were caught unawares; do not understand the situation; and have no plan. Or, worse, we're entering a phase in which a new lower baseline for budgeting emerges which further striates the labor pool. Our chair is already asking faculty to volunteer to change their workload to de-emphasize research / scholarship and increase teaching load; has raised the prospect of asking faculty who have not been as research-productive as planned to teach more as a topic for annual appraisal meetings (this in the wake of interrupted scholarly work because of COVID). There is an immense amount of genuine good will among faculty and commitment to the institution. But that good will is also tinged by fear.

It is time to start considering a faculty vote of no confidence in Assanis. He is completely at fault for whatever financial problems the university is facing, and he is imposing austerity on the faculty resulting in minimal savings relative to the unfunded capital costs of his foolish expansion goals. This is retribution for our successful CBA negotiations. The demographic conditions are unfavorable for expansion and this could have been anticipated 18 years ago when his new students were not born. He has kept enrollments up, but has not increased revenues because he has to discount tuition to attract students. Meanwhile we get new vice presidents, provosts, and deputy deans. Contrary to the Provost's claims, these administrators increase faculty busy work. Fancy new labs stand empty, while my dismal classroom has a VGA projector with a 600 by 800 pixel resolution. I teach five different courses (six sections) over the year: one doctoral level theory course, two 400 majors courses, and two 300 level courses (including two sections of the gateway course to our major). Exhausted, I am retiring in August. My teaching load will fall on my existing colleagues because the administration has drastically reduced the number of tenure track positions in the department. I am embarrassed and offended that the university is joining an athletic conference with the likes of Liberty "University."

The shared-governance at the UD is broken, president Assanis' statement at the hearing of the Joint budget committee regarding the transparency were incomplete at best if not misleading. The leadership of UD and its colleges did not seem to align their priorities with the mission of the UD. It appears that the financial situation of UD has been constantly in red, while many of peer institution have managed to strengthen their budgets and reputation.

I selected neither for a few options - these choices indicate that I actually "do not know."

Consider use of endowment. Seriously consider dialing back DEI, middle management, and other unnecessary administrative jobs. I don't see the payoff here.

The requirement for Dean-level approval for using startup accounts for research expenses makes cannot help solve the current budget crisis, slows down research progress (makes difficult simple things like making sure instruments have enough consumables so they don't break down), and has created a time-consuming administrative burden at the faculty, chair and dean levels. These accounts

<p>can't be used to close the budget hold so why are we making research harder. We are supposed to be an R1 institution and we are shooting ourselves in the collective feet.</p>
<p>According to online sources, UD has a \$1.7B endowment and draws 60-80M annually from it. They could make up this deficit by increasing their withdrawal by 1-2% of the principle endowment.</p>
<p>I think there is just a lot of this that I don't understand. Hiring freezes when there are positions that are unfilled because someone has left is ridiculous. It is a fake budget benefit, because someone still has to do the work.</p>
<p>They need to substantiate why the harsh measures they have instituted are needed, and when the hiring and spending freezes will be completely lifted. Is the current freeze the new normal?</p>
<p>I was a committee member for a search that was cancelled. This action is requiring that extra workload now be spread among a small number of individuals who are already shouldering heavy burdens. This, occurring here and surely within other units, could cost the university via the loss of highly qualified employees from our workforce. Cuts like this across the board, without any apparent examination of the context and implications, can hurt more than they help in the long run.</p>
<p>I'm puzzled why AAUP has ignored the very real threat from the Delaware Legislature of massively increasing the cost of health insurance, which appears to be one of the driving forces behind the cost-savings measures. It sounds to me like you're complaining to the wrong people. Unless the legislature reverses course, the increase in fringe costs will cripple the university, existing grants, and future grant proposals --and/or we can expect to see costs passed on to faculty through higher premiums. This university has been more supportive of me as a faculty member than anywhere I have worked (public or private, including Ivies and Public Ivies). The union's knee-jerk reaction to blame the administration and complain about transparency is tiresome. I presume you're going to get a lot of grumbling about travel, but we should curtail the extravagant cost and environmental damage of conference travel.</p>
<p>The President deserves a vote of no confidence. The administration's mismanagement threatens the academic mission. The fat bonuses awarded to the President (see Form 990 Schedule J) and top financial and other functionaries are obscene in the face of their continued poor performance in the area of investments and fundraising. They have consistently been skimming operating surpluses for buildings and athletics -- time to put the tuition back where it belongs, into academics.</p>
<p>I am most concerned about the impact on staff. It seems there are soft money and other resources/work arounds for faculty but little protections for staff.</p>
<p>Were the measures a surprise? Yes -- to faculty and apparently to the president and his administration. Who within the "administration" is charged with budgeting, planning, and forecasting? That person should be questioned by AAUP-UD to determine changes in spending priorities over the past five years. The measures, as announced, should not impact students, but will impact faculty research.</p>
<p>I think UD needs to take a hard look at the number of administrators and their organization. Administrator salaries are much higher than those of faculty, and they should be the first spot to make cuts. Where is there duplication in labor? Similarly, at the level of the faculty, there should be an overhaul of service responsibilities and a system put in place to make sure that everyone does service (tenured, tenure-track, continuing track and assorted others such as lecturers) and that there are enforceable consequences for those who decides to step away from these duties. We can all name cases in which the bulk of service in a department has fallen / falls on female tenure-track faculty. I also don't believe that CT faculty should automatically earn increases in salary equivalent to those earned through promotion if they have not applied for and been promoted. The equivalent process for TT faculty is very challenging, and there are serious consequences for not being promoted, whereas nothing happens to CT faculty who fail to be promoted. The inequalities also go to the calculation of merit increases, where CT faculty with close to 100% teaching loads have a very easy time earning merit, whereas TT faculty have to excel in 3 categories, one of which (scholarship) doesn't only depend</p>

<p>on their efforts – journals’ publication timelines, etc are out of their control. All of these issues are financially related, and should be addressed before spending freezes are put in place.</p>
<p>My responses may be more extreme due to working in the School of Nursing where management has been poor the past 4 years. This current financial crisis further aggravates circumstances in a department where faculty endeavors were already not supported.</p>
<p>Several of these questions are difficult to answer in an informed way because I don't have enough information on our financial situation/the university budget.</p>
<p>It would be helpful to hear what upper administration is doing as their own cost saving measures within their own space.</p>
<p>The lack of transparency in policy intensifies the impression that the higher administration makes decisions arbitrarily. Moreover, these policies adversely affect faculty, adjunct faculty, and staff. Morale has plummeted. There is little respect for the president and the higher officers of the university. The perception of the president as a profligate, out-of-touch leader should be conveyed to Assanis. That he and his wife have two residences on campuses is but one example of their behavior that elicits much criticism from faculty, staff, and students. The faculty should seek a vote of no confidence through the Faculty Senate.</p>
<p>The board is being too deferential to the current administration. From the suggestion that the demographic cliff would be avoided (e.g., with the introduction of 1000 Chinese students) to the idea that setting divisions against each other would foster innovation and positive energy (in a competition for centrally controlled funds), its central agendas have been woefully misguided.</p>
<p>I am frustrated by the way the University is managing its finances. First, the lack of transparency of the administration makes it impossible for us to know the actual financial situation of the University. Second, I see the development of the STAR campus (especially the construction of new buildings that are lent to the private industry) as a complete waste of money that is not benefiting most of the community. Finally, I believe the cost-cutting measures that are currently being implemented will impede my department's ability to innovate in scholarship. I am worried about the future of the University. They are running a deficit in a period of strong economic growth. What will they do when the demographic cliff will hit us in the coming years? We can't keep admitting more and more students to keep the finances afloat. We don't have the space and the resources to do so.</p>
<p>I don't understand question 12</p>
<p>--I am very concerned that the claimed deficits will recur in the next few fiscal years, meaning the draconian measures may not go away anytime soon. --I am concerned about the process of announcing and implementing the 'cost-saving measures.' I don't recall any input or consultation process from the faculty or faculty representative body (e.g., the faculty senate). There was no mention of protecting our faculty's rights as stated in the CBA. --I am concerned that the university administration provided little justification for the required cost-saving measures. For example, why were these specific measures proposed, and how much savings could be anticipated? What measures or options have been explored to minimize the negative impacts of the cost-saving measures on the key mission of the university—academic research and teaching? --I am very concerned about the disproportionate burden of the cost-saving measures placed on our faculty. When the highest-paid administrators earn 10 times, 20 times, or even more than our faculty, why can't they contribute more to addressing the deficit issue? -- Overall, I just want to express my disappointment with the recent announcements and their damaging impact on integrity issues, as well as the faculty's confidence in the university's future.</p>
<p>The trend in higher education of running a higher education institution solely as a business is devastating for society. It undermines the educational process. The proposed measures will only add to this downhill trend. Furthermore, if the administration disclosed the factors that led to this sudden change, it would have been easier to understand and for many to work with the leadership in</p>

mitigating the problem. Some may argue that faculty could never agree on anything. Hopefully the discussion and sharing of different opinions and thoughts is not considered as always disagreeing. The secrecy that clouds the reasons for such an abrupt change only nurtures distrust. Accepting more students who need more help requires an educational team that is committed to doing so, not one that lacks trust in the leadership.

Atrocious. The Board and the President are acting shamefully. They are consistently asking us to do more with less.

A change of leadership is urgently needed. This administration seems more interested in cementing their own personal legacy than in ensuring the legacy of the University of Delaware. Morale at the university is lower than I have ever seen it. Unfortunately, I get no sense of authentic pride in UD from this administration.

I am aware that there have been some unexpected expenditures, post-Covid. But I do think there should have been more worst-case scenario planning--I think some administrators expect the best outcomes. And while that is wonderful, there needs to be more focus on all the possible scenarios that impact the finances and the people of the University.

It just strikes me as convenient after finally giving us raises after years of austerity that now we have a budget deficit. It feels retaliatory. I do thank my chair for helping us navigate this and prioritize teaching resources and scholarship if we are presenting at a conference, etc. But it is a bit humiliating to not be able to attend even a domestic conference if you are not presenting...

The restrictions on graduate student travel and on funds for bringing external speakers are significantly impacting graduate students' ability to establish professional networks.

The latest round of financial decisions by the administration lacks transparency. I am searching for other jobs where I can pursue teaching and research in a supportive setting.

I am concerned with the impact on professional staff, especially in terms of hiring, expanding their duties, etc. They are "unprotected." I have already seen changes in support services primarily fulfilled by professional staff. Ultimately, this will impact quality of teaching and have a negative impact on students.

In fairness, my sense (subject to adjustment if and when I get the time to "spread the numbers" from a few years' financial statements) is that some of the spending pressure has to do with the need to deal with a large backlog of deferred maintenance inherited from previous administrations. And it is clear that on the revenue side, tuition discounting has been deeper than was budgeted for. So there's a squeeze from both directions, even before the additional sports expenses and other vanity projects (how much does the Biden Institute cost, for example?), increasing numbers of highly paid administrators, and various expensive perks for top executives.

This has been coming for at least two years and the shift to emergency measures signals poor management practices at the top, including, unfortunately, the state government.

The faculty senate needs to call for a confidence vote in the current UD leadership. Faculty morale is sapped, we are angry and dejected. After the budget and staff cuts following COVID, there is nothing left to give, yet the President asks more, and does so without clear reason nor accountability. This has to end.

Without transparency on the budget, it feels that the implemented cost saving measures are just for show, and will not save the University much money. If anything, the University may lose money because the administrative burden of justifying every expense and overburdened support staff will limit our ability to secure external grant funding. I would like to see estimates of how much these measures will actually save and if those come close to filling the gap in the budget.

Too many redundant mid level administrators. Cutting that number would help budget crisis. No bonuses for administration that keeps getting surprised by costs to run a quality university. Non-

academic features drain the academic enterprise. Example— The reduced investment in tenure track faculty as compared to continuing track faculty reveals the administration's willingness to commit to academic excellence. The deterioration of UD's academic quality continues with a few exceptions that have a long history of excellence and maintain themselves in spite of the current administration.

Who is in charge of accounting and finance for the university? If this financial crisis is real, it should have been anticipated and spending on pet projects should have been halted a long time ago.

I used to joke that the administration had criminal behavior in its books, and that is why they don't show them. But their complete resistance to showing us anything makes me wonder...

The dean of my college recently held a meeting and further explained the financial situation, the projected 'headwinds' and the need to get spending under better control. I left the meeting with a better understanding that these measures are being taken to take us to ground zero and then be able to build back up with more effective cost control measures in place. Having previously worked in industry and been responsible for a multi-million-dollar budget myself, I understand this approach. Even though it is hard, when it is done well, it is temporary and can result in impactful and positive changes. My biggest concern, however, is the freeze on hiring. Faculty are already working overload in many areas out of necessity and at increased risk of burning out. Search processes are already incredibly inefficient and long, and don't always result in filled positions; postponing searches will further compound these issues. One thing I would also like to see in the cost-containing efforts is a critical eye on search processes themselves, and identification of a faster, more streamlined, and more cost-effective approach. If positions can be filled faster and more cost-effectively, it could alleviate some of the current burden on existing faculty, and positively impact the bottom line as well.

This whole situation would be less demoralizing if there was any indication that senior administrators were making sacrifices in pet programs, taking pay cuts, and rolling back plans to continue to expand the non-teaching parts of the university. It's also shocking that the President took so long to come up with a budget model and that it failed on the first roll out. In the Roselle era, I could proudly tell my colleagues at other institutions how well run UD was. In the Assanis era, many of the basic functions of the university from staff support to budgeting don't work as well as they did twenty years ago. Disingenuous assertions from college level administrators about how much the President and Provost "care" about the faculty and students is also not helpful.

The university seems to prioritize a financial control approach that creates maximum friction for the smallest impact. Big spending should be looked at in the short term, not the nickel and dime stuff. Creating barriers for small necessary expenses creates more work and makes it harder on everyone to do the central part of our mission. I'm not a huge fan of the union, but do agree the opacity of the finances is troubling.

Yes, certain costs have gone up, but I am well aware that this has been anticipated for years, with plenty of room to come up with sane and sustainable solutions that support faculty and students. I feel that the "crisis" is a cynical power play that is specifically targeting faculty support (staffing, research funding, etc.) in a punitive manner in order to implement long term structural changes that would be insufferable under normal conditions. This is crisis capitalism in action. It hurts smaller arts and humanities departments the most. In short, my ability offer an innovative curriculum to our students is harmed alongside my own international research profile and partnerships. For me, this is the final straw in broken trust with our administration. Thank you for the incredible work you do to advocate for us!

The lack of transparency makes it difficult to assess priorities, management, and responses. But based on what is conveyed to us, it seems that someone (or perhaps many people) have been dozing off at the wheel. Unexpected costs should be 'expected' in our current era (after COVID especially), and the best way to be prepared for 'unexpected costs' is to manage finances responsibly. This means not promoting administrative bloat (the increase in administrators at UD rivals the reproduction rates of rabbits), prioritizing what goes on inside buildings and classrooms over the buildings themselves (excluding basic maintenance of course). In difficult times like these, 'good faith' would be demonstrated by administrators earning over \$200K taking a voluntary paycut (and not getting repaid in bonuses at the end of the year). Another helpful measure would be not continuing admin salary bumps for people who are no longer doing those roles. Paying ex-provosts and deans their admin salaries after they return to faculty positions makes absolutely no fiscal sense. Given these fiscal policies, it is likely there are other even more problematic fiscal policies hidden from our view. This does not instill faith in the institution or its future. Any sensible person would be looking for another job, and parents of children about to enroll in college would be wise to consider options other than UD - with the likely impact on student learning and faculty and staff morale.

The president's announcement lacked clarity and appeared to be inadequately planned, particularly in terms of the mitigation strategy, its execution, and the commitment to the University of Delaware's academic objectives. Additionally, the objectives the administration aims to achieve are unclear, as the cost-saving measures are likely to compromise the performance and quality of education for faculty, staff, and students, which is concerning. Moreover, the projected deficit, which was relatively minor compared to the University of Delaware's financial capabilities, did not seem to match the scale of the proposed mitigation measures. This misalignment is causing inconsistencies, confusion, and unnecessary anxiety and fear among faculty and staff.

I was hired for a **** year terminal contract, renewable yearly. After this, they were going to open a CT line. I moved from ****... across the whole country, to perform **** years of great work and find out now that my last year is 'under review' (may not have a job in the Fall) and there will be no line opening up at the end of my contract. This is just horrible.. I should never have left the **** position for academia, it's WORSE!

Has Assanis scaled back plans for Hullihen remodel? Has he considered not making mercurial decisions that have major impacts such as relocating to STAR and disrupting major plans and operations? Has he taken a paycut?

Why can't we stage walk outs from classes on Fridays to express our disagreement with the administration?

What was shared with the board of directors and when was it shared?

Shouldn't the university have a contingency financial account(s) to cover these kinds of cost differentials? This situation shows the administrations' lack of transparency and overall handling of the institutions' financial situation.

The university needs to address the large increase in non academic related staff functions.

The current administration has showed us again and again that they prioritize lining their own pockets over the quality of our institution. Instead of providing each college with a reasonable budget and

allowing them to prioritize efforts that better faculty and student success, they continue to cut budgets and restrict spending. This is also all being done at the same time we are investing lots of money into sports and other capital expenditures, which are not a priority of most of our UD community. I have no faith in this current administration to make decisions outside of their own self interests. They have shown time and time again that they cannot be trusted and morale among the faculty and staff could not be lower.

We cannot do good research without the resources necessary to do so. Good people will also leave. This seems to be entirely the administration's fault due to careless spending on things that are not core to our mission. And, faculty always bear the brunt.

Question 12 is confusing - I believe we should not be spending so much money on athletically competitive sports and if we are to spend \$ on athletics, it should be holistic for increasing mental health and well-being. Academics and student well-being should be prioritized, this means labs that are functional, computers that work, and a robust support staff.

Would be good to see if we are top heavy on administration with too many middle managers and VP which has increased bureaucracy. If transparency is introduced in the budget we will know for a fact and steps can be taken accordingly (Would be good to compare this during Roselle tenure)

The last years saw a massive increase in senior staff hires working in UD leadership and other roles (whose value on the whole is unclear to regular faculty). This has not been a benefit to the academic mission or my workflow/load. On the contrary, with every new senior staff hire my service work oddly increased, leaving less time for teaching and research. Faculty is constantly told to do with less regular staff support, but at the same time i am supposed to now attend more workshops/orientations etc created by new Assist Deans etc. The ballooning costs for non-faculty positions seem not to be accounted for, nor do they get targeted during budget crunches.

It appears that the current UD administration considers the university and its faculty a cash cow, in disregard to the academic mission. The budgetary decisions lack any transparency. The support for teaching and research missions is steadily eroding. Athletics and lavish expenses to move administrative offices to the STAR campus is the top priority for these people while they are cutting staff under the pretext of cost savings. This is even worse than during Harker's times. I lost trust in these people. Is this happening with the approval of the Board of Trustees?

There has confusion and uncertainty surrounding the university budget and finances since I joined the university several years ago. The current fiscal crisis appears to stem from mismanagement and lack of foresight on the part of the administration. The fact that every dollar spent by faculty members on teaching, research, and other scholarly and professional activities now has to go through multiple levels of administrative approval is absurd. It is a waste of time and resources amidst proclamations of austerity. Why does the administration refuse to put decision making power in the hands of departments and faculty, which could be accomplished by announcing a percentage decrease in available funds, rather than the current approach that requires that all spending decisions move through multiple approval levels? And why is there no information available regarding the effects of the austerity measures on the central administration? This is a frustrating situation, and one that is impacting faculty productivity, staff morale, and student experience.

Thanks for doing this.

The survey language is not the best; rather than e.g., "Completely Agree" a better choice would have been simply "Agree". Some questions are also compound which creates problems in interpretation such as " I have confidence in the administration's ability to mitigate the current financial challenges while minimizing negative effects on faculty." Also generally avoid double negatives (E.g., some questions use the word "unaffected"). Also would have been good to collect information some demographic information such as rank, TT/CT to see if there are differences. Union should draw on

<p>survey expertise of its members, as it should draw on expertise in negotiations, etc. We at end make our careers by holding out our expertise, so why do we not rely on it here?</p>
<p>How many millions did the kitchen/bathroom renovation for the presidential suite at Star Campus cost? Can we recover this money from the budget?</p>
<p>F and A returns have been held without justification. Faculty were previously incentivized to submit grants, but this is not the current climate created. There are more and more restrictions on daily activities that are impeding work and innovation, e.g., centralization of IT, very slow human resource response, spending restrictions.</p>
<p>It's extremely frustrating to have worked so hard and been very successful at recruiting students but then not get the s-contracts, faculty lines, or other resources to teach them.</p>
<p>It is unclear if all the agreements (including salary increases due to retention and outstanding performance) in the bargain contract will be honored by UD. Clarification is needed.</p>
<p>Without knowledge of the whole budget, it is impossible to agree or disagree with some statements. Correction of that lack of transparency is essential so each faculty member can have the information to decide about the situation with knowledge. It is otherwise not possible to make an informed decision.</p>
<p>how can the administration not give us access to negotiated retention and startup money?</p>
<p>Reviewing the IRS 990 section VII submissions over the past few years, it's enlightening that university administrators have been paying themselves handsomely throughout the pandemic while the rest of us took, effectively, pay cuts. I'd like to see that and the administrative bloat of associate deans, associate provosts, and their staff, addressed.</p>
<p>Is the health insurance overcosts because of ozempic/wegovy like North Carolina state is claiming? They haven't said.</p>
<p>I just learned that the CFO doesn't have an accounting degree. How is this possible????</p>
<p>Our college halted funding that was going to aid me in attending a conference this summer to advance my effectiveness as a teacher.</p>
<p>While the administration should have anticipated a significant increase in the cost of healthcare I understand how medical expenses can catch people off guard. My biggest concern is with some of the spending freezes. Spending freezes that impact student facing programs such as laboratory supplies, and repair projects for classrooms and facilities will be detrimental to the student learning experience. Also, the freeze on start-up funds for new faculty is very detrimental for individuals whom have chosen to invest their professional time in UD. Hamstringing people when they are just starting will impact merit pay, and time to promotion which will have long term impacts on their earning potential and career goals.</p>
<p>Budget development under the current administration has been nebulous, confusing and often at odds with the University mission. This latest example of an undefined fiscal crisis affecting the university's ability to function intentionally (in terms of program development and maintenance) is yet another example of their lack of rational purpose.</p>
<p>The administration already knew that this economic situation was on the horizon and decided NOT to address it openly in a way that would honor shared governance. This is a disorganized response meant to destabilize faculty and staff agency through distraction, uncertainty, and fear. We can't fall for this and must stay clear headed and demand transparency under the commitment to shared governance.</p>
<p>The proliferation of highly paid administrator positions at universities, many of whom proceed to then find cost cutting on research and faculty activities suddenly crucial, is a worrying trend at many universities including ours. UD needs to decide if it wants to remain an R1 university and support high-quality research. If cuts need to be made to balance the budget, it makes much more sense to make cuts in athletics or administrative costs, which are after all not essential to the educational and research mission of the university.</p>

<p>It is very alarming that the administration is reacting this strongly as a correction to an amount stated at only around 1-2% of the university operating budget. Further, placing guidelines on new faculty spending out of our startup accounts as a correction to this deficit is completely unacceptable.</p>
<p>https://www.nj.com/rutgers/2024/01/is-rutgers-athletics-making-up-financial-ground-heres-what-latest-ncaa-report-reveals.html (Keep in mind that Big Ten TV revenue is an order of magnitude bigger than Conference USA TV revenue.) https://www.ncaa.org/sports/2022/10/14/finances-of-intercollegiate-athletics-division-i-dashboard.aspx</p>
<p>The following message from admin was inappropriate, disheartening and completely out of line with the school's mission and values (research, teaching and service models): "All permanent faculty should be given the option of temporarily increasing the teaching component of their workload and reducing the research or service component of their workload. This should not be offset with reduced teaching expectations from the usual workload after FY25. This means that you can ask to teach an additional class in lieu of part of your service load, or research. We will see a dramatic reduction in the number of S-contracts for the next academic year."</p>
<p>I find the announcement of this deficit suspicious.</p>
<p>We are being pressured to take on additional teaching without compensation. My research/scholarly evaluations was at a "9" for the year and rated as "excellent" for my post-tenure review, competed in ****, but I am being pressured into taking additional courses without compensation, while faculty who do not produce research are sitting on their elite and prestigious full-professor asses. Does the AAUP give a shit? Do something about it!</p>
<p>The only reason I softened my responses to #s 6-8 to "somewhat disagree" from "completely disagree" is because faculty will make sure that students get what they need, even at cost to their research, service, and personal time (though they shouldn't have to)</p>
<p>I would not recommend UD to a colleague as a place of academic employment.</p>
<p>Because of budget cuts, I've been denied funding by my department (****) for a symposium I was invited. That's just unacceptable, I'm very disappointed by this decision.</p>