

Question	Response
RCM: Does this budget model include any forecasting on student enrollment from foreign countries, NJ State and out-of-state?	The annual budget process takes these factors into account, and the university gives close attention to trends in enrollment locally, nationally, and internationally. RCM itself does not make projections, but rather provides the model for how revenue and expense related to enrollment is distributed.
RCM: When you say tweaks (to the RCM model), are you referring to making adjustments to the metrics for distributing the expenses for the cost centers?	Yes, exploring the need for (and impacts of) these types of adjustments was one of the core objectives of the RCM review.
RCM: How, if at all, does the RCM support goals towards moving the university towards green initiatives?	RCM is a flexible budget model. It can be used to create incentives for certain types of behavior (like reducing energy consumption), or to hold back funds for special projects (like improving sustainable infrastructure). As the carbon neutrality effort at the university takes shape, how the budget and budget model reflects this priority will be an important discussion.
RCM/Budget: Will input to how budgets for central units that are then allocated to individual units be more transparent, so that individual units can better understand where these costs are coming from and how they are allocated?	There are number of recommendations from the RCM review on this topic, for example: clearer service level agreements from cost centers, improving the budget advisory process for developing cost center budgets, and creating online resources that make the budget easier to understand and more transparent.
RCM: For years there has been a long list of deferred maintenance yet many areas have been expanded in the form of new departments, new buildings and growth centers of service. How can RCM balance out so many needs with current post-COVID (I hope) financial burdens to service so many areas effectively? I just heard about it being flexible, based on what I see it will take flexibility of a olympic gymnast to meet all expectations and needs.	This is exactly right. Like most major public universities, Rutgers is real resource constraints, and our key priorities will require significant investment. We, as an institution, need to make decisions about what our priorities are given limited resources. RCM is simply a tool that can be used to allocate the funding required of those priorities. RCM is "flexible" in that it can tailored based on our priorities---but it can't do the work of setting our priorities for us.
RCM: You all say that it is a complicated system, however you can't clearly explain it to us. How can we explain it to our department chairs?	If you'd like to discuss RCM or any questions related to the budget model in more detail, please email us at stategy@rutgers.edu and we would be happy to discuss any specific questions.
Budget: Does Rutgers plan on offering additional online programs to keep revenues stable in lieu of the losses of international and out-of-state students on campus?	
Budget/HR: I understand all of the budget challenges but the staff, specifically grade level 5, work a lot of hours but are not properly compensated. What considerations are being made for staff salaries?	The dedication and hard work of our employees during the pandemic has not gone unnoticed. Rutgers recognizes the importance of compensating employees properly. The university has reached agreements with several of our unions and has approved a salary improvement program for non-aligned employees this year.
Scarlet Journey: I received the email about the new natural accounts for leases. Should we be submitting a purchase order line modification now for our Ricoh machine or should we wait for further instruction later in the summer?	If you are submitting a PO Modification for something else, you can also request the Accounting string change, otherwise there is no need to do anything at this time. Further instruction will be forthcoming later this summer/early fall
HR: If a current job title and duties discription no longer match due to significant changes made to the job duties/responsibilities, are reclassifications on hold or are they being recieved and processed?	Last April, the University President implemented a hiring freeze and suspended certain personnel transactions, including reclassifications. However, the Hiring Freeze and Position Cost Control Presidential Directive allows for exception requests under certain very limited circumstances, including positions that are mission critical; support clinical care, COVID-19, health and safety; and positions supported through external funding. University cabinet officers have approval authority for exceptions within their respective areas.