TO: Thomas Sullivan, President

FROM: David V. Rosowsky, Provost and Senior Vice President

DATE: January 29, 2015

SUBJECT: Final Report of the Incentive-based Budget Model Steering Committee

In June 2014, I provided you with the Preliminary Incentive-based Budget (IBB) Model for the University of Vermont. These recommendations were the result of many hours of diligent work by the members of the IBB Steering Committee, the eight IBB Subcommittees, our academic and administrative leaders, and the many members of our campus community who were engaged in this process. The July IBB report was posted and a campus vetting process – including a two-month comment period – began. As a result of thoughtful critiques and our further study of the model, three of its seven algorithms have been revised (Algorithms 3, 4, and 7). The preliminary final report has been revised to reflect these changes, as well as related activities since July, and the final IBB Model 1.0 is hereby submitted for your approval.

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BACKGROUND

In academic year 2012-13, the UVM community discussed the characteristics and operation of its existing budget model. Those discussions included governance leaders, trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was widespread agreement that the existing model: (1) lacked transparency, (2) was unnecessarily complex, (3) offered little flexibility, and (4) provided few incentives. In early fall 2013, you asked me, in my role as chief budget officer, to lead the campus in an effort to develop a new incentive-based budget model for the University. In addition to providing transparency and important incentives, chief among the new model’s objectives are: (1) to encourage a more comprehensive “all funds” budgeting approach, and (2) to provide the clarity and predictability that will enable multi-year planning critical to ensuring the University’s long-term financial sustainability.
PROJECT ORGANIZATION

A Steering Committee (Appendix A) was charged with responsibility for developing a set of IBB model recommendations by June 2014. The IBB Steering Committee was supported by eight subcommittees (Appendix B), each having responsibility for exploring a particular component of the IBB model and providing the Steering Committee with specific recommendations. The subcommittees:

1. Cost Pool Methodology
2. Facilities and Space Costs
3. Fee Generating Units
4. Graduate Tuition Revenue and Aid
5. Interdisciplinary Scholarship and Teaching
6. Non-Degree and Online Tuition and Aid
7. Research and Indirect Cost Recovery
8. Undergraduate Tuition Revenue and Aid

The development, implementation and continual assessment of the new budget model will continue to be guided both by the Academic Excellence Goals (Appendix C) and the following guiding principles which you established last fall:

- Creates incentives that promote academic quality and excellence;
- Creates incentives at all levels of the University that promote financial sustainability;
- Encourages innovation and entrepreneurship throughout the University;
- Provides transparency, clarity, and predictability;
- Can be easily understood, is easy to implement and operate, and is flexible; and,
- Can operate in all cycles of the economy, whether robust or downturn.

A seventh guiding principle emerged over the course of the IBB Steering Committee’s work and I recommend that it be added to the list above:

- Fosters interdisciplinary scholarly and teaching activity.

COMMUNICATIONS TO THE CAMPUS COMMUNITY

We were committed to an open and transparent process and communicated with campus in the following ways:

Website:
An IBB website\(^1\) was established in September 2013 and includes information on the Steering Committee, the subcommittees, the project timeline, campus communications, presentations, reports, informational resources, implementation and IBB data. Early in the development phase, the website also included a link which allowed users to provide feedback, ask questions, and submit suggestions.

Campus-wide Memos:
In academic year 2013-14, six campus-wide IBB memos were issued and posted on the IBB Website. In the fall semester of academic year 2014-15, three additional campus-wide IBB update memos were issued and posted.

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\(^1\) [http://www.uvm.edu/provost/IBB/](http://www.uvm.edu/provost/IBB/)
All five issues of *Across the Green*, my memo to the UVM academic community, also included updates on IBB and are posted on the Provost’s Office website\(^2\).

Presentations and Meetings:
The IBB website underscores our commitment to communication throughout the process and includes the following invitation, “We will meet with anyone, anytime, anywhere to discuss IBB.” In all, there were more than 150 IBB meetings in academic year 2013-14. These meetings took a variety of forms, and included the Steering and subcommittees, governance groups, department chairs, campus leadership, divisional staff and the like, and were an opportunity to share information on the IBB development effort, provide general information on how IBB models work at other universities, and gather feedback. I also provided an interview to the *Vermont Cynic*\(^3\). There have been more than 250 IBB meetings – largely focused on implementation – this year.

PROJECT MILESTONES

The following summarizes the project’s major milestones:

September 2013 - Steering Committee Appointed
The 22-member Steering Committee included 11 faculty, 5 staff, 2 senior administrators, 2 deans, and 2 students. Its composition was diverse and broadly representative. The Steering Committee met 12 times during FY14 and received periodic assignments between meetings. Fifteen members of the Steering Committee were also on subcommittees and attended those meetings as well. The Steering Committee continues to meet to review the model’s performance and recommend adjustments.

October 2013 - Subcommittees Appointed
Membership on the eight subcommittees included 43 faculty, 10 deans or vice presidents, 27 staff members and one student. Two members of each subcommittee, including the subcommittee chair, were also members of the Steering Committee. The subcommittees received formal charges (Appendix D) outlining their tasks, questions that should be considered and available resources and support. There were approximately 65 subcommittee meetings between October 2013 and January 2014.

January 2014 - Subcommittees Reports Received
The reports from the subcommittees were received, posted on the IBB website and announced to the campus (Appendix E). Each posted report was accompanied by a survey designed to gather feedback from the broader community. The survey results were provided to the Steering Committee.

January 2014 - Interim IBB Report Issued to President Sullivan
An interim report on the project’s progress was submitted and posted (Appendix F).

February 2014 - Subcommittees Report Question and Answer Sessions
The campus community was invited to attend one of four open Q&A sessions (Appendix G) to learn more about the subcommittees’ recommendations. The sessions were staffed by members of the IBB Steering and subcommittees.

\(^2\) [http://www.uvm.edu/provost/?Page=acrossthegreen.html](http://www.uvm.edu/provost/?Page=acrossthegreen.html)
\(^3\) [http://www.uvm.edu/provost/IBB/Rosowsky%20Cynic%20IBB%20Q&A.pdf](http://www.uvm.edu/provost/IBB/Rosowsky%20Cynic%20IBB%20Q&A.pdf)
February 2014 - IBB Engagement Campaign with Governance Groups

Beginning in February and extending over a period of five weeks, IBB leaders including the Provost, the Vice President for Finance, the Budget Director and several Steering Committee members met with leadership groups to share information and gather feedback on the subcommittee reports. The governance groups included the President’s Senior Leadership; the Provost’s Academic Leadership Council; the Faculty Senate Executive Council; the Faculty Senate Finance and Physical Planning Committee; the full Faculty Senate; the Graduate Student Senate; the Staff Council and the University Business Advisors.

March 2014 - Individual Subcommittee Meetings with the Provost

Beginning in March, the Provost hosted a breakfast meeting with each subcommittee to gather additional information from the groups and to share the Steering Committee’s early observations on their proposed algorithms.

April 2014 – Implementation Planning Begins

Vice President Cate was charged with leading the Division of Finance in developing and implementing a plan for operationalizing an eventual IBB model.

July 2014 – Preliminary Final Report of the IBB Steering Committee Issued

The Preliminary IBB Model 1.0 as proposed by the IBB Steering Committee was submitted for the President’s review and posted on the IBB website.

July to September 2014 – Campus Comment Period on Preliminary IBB Model 1.0

Upon receipt of the preliminary final report, President Sullivan invites all members of the UVM community to offer comments before final approval of the model. The comments were considered as part of Steering Committee and other deliberations during the fall semester.

September to December 2014 – Vetting Process for Proposed Model Revisions

Proposed changes to the model were vetted with academic and administrative leadership, the relevant IBB subcommittee leadership, the IBB Steering Committee, and were shared through a series of campus-wide updates issued over the fall 2014 semester.

January 2015 – Final Report of the IBB Steering Committee Issued

The final IBB Model 1.0 as proposed by the IBB Steering Committee was submitted for the President’s review and approval, and posted on the IBB website.

THE STEERING COMMITTEE’S PROCESS

The IBB Steering Committee approached its work openly, with a vested interest only in that which is best for the University as a whole. The meetings in the fall 2013 semester focused on developing a broad understanding of IBB models and included regular updates on the progress of the subcommittees.

Once the subcommittee reports were posted in January 2014, the Steering Committee addressed each report in turn and used a systematic approach to determine which of the proposed algorithms was preferred. This entailed considering (1) the subcommittee recommendations/components of the model conceptually to assess their fit with the guiding principles, (2) their fit at UVM, (3) their fit with each

other, and (4) their individual and collective incentives and disincentives. *It was not until this work was done that the University’s finance team provided the Steering Committee with financial modeling* to help the group more fully understand the implications of the preferred algorithms and various aspects of the model.

After reviewing the draft model with numbers behind it, the group engaged in further discussions about the algorithms and confirmed and/or refined its recommendations. In some cases the Steering Committee made modest adjustments to an algorithm proposed by a subcommittee. That said, by-and-large, the Steering Committee’s preliminary recommendations and those proposed in this report are fully consistent with the intent, if not the letter, of the subcommittees’ proposals. The Steering Committee also provided insights on more general model issues and methodologies.

**THE RECOMMENDED MODEL**

The following discussion assumes a working knowledge of IBB models, some familiarity with the UVM IBB subcommittee reports⁷, and is intended to describe only the major components and characteristics of the recommended IBB model. It does not include a significant level of detail. The detail will be captured in the companion documentation that is in development, and will include all definitions, metrics and detailed formulas.

**Responsibility Centers, Cost Centers, and Hybrid Cost Centers**

Most university units are either Responsibility Centers (RC) or Cost Centers⁸ (CC). Responsibility Centers, such as colleges and schools, are primarily defined by their revenue-generating capability and their use of and dependence on centralized services. A Cost Center, such as Payroll or Admissions, is a unit that does not generate revenue, but supports the Responsibility Centers by providing centralized services or resources.

The Responsibility Centers:
- College of Agriculture and Life Sciences
- School of Business Administration
- UVM Extension
- College of Medicine
- Rubenstein School of Environment & Natural Resources
- College of Arts and Sciences
- College of Education and Social Services
- College of Engineering and Mathematical Sciences
- College of Nursing and Health Sciences

The Cost Centers include approximately 80 units and are more fully described in the discussion of algorithm 7 later in this report.

Continuing and Distance Education and the Office of the Vice President for Research share the characteristics of Responsibility Centers and Cost Centers, and have been designated Hybrid Cost Centers. This means that a portion of their budgets will be funded via revenue algorithms and a portion of their budgets will be funded via expense algorithms.

In the UVM IBB Model 1.0, revenue and expense is allocated to the Responsibility Centers via a series of algorithms as illustrated in the following diagram.

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⁸ Cost Center is a term used to generically describe this component of an IBB model. I recommend that we consider adopting a term that more accurately reflects the valuable services provided by these UVM units.
The Algorithms
The IBB model recommended by the Steering Committee includes seven algorithms, each of which determines the allocation of either revenue or expense to a Responsibility Center (several of the algorithms have multiple components):

The Revenue Algorithms
- Algorithm 1: Undergraduate Net Tuition
- Algorithm 2: Graduate Net Tuition
- Algorithm 3: Non-Degree and Summer Tuition (includes revenue and expense)
- Algorithm 4: Indirect Cost Recovery (includes revenue and expense)
- Algorithm 5: Other Income

The Expense Algorithms
- Algorithm 6: Facilities and Space
- Algorithm 7: Cost Pools (includes the Cost Centers)

Algorithm 1: Undergraduate Net Tuition
Undergraduate Net Tuition is defined as gross tuition less financial aid (the netting occurs before the revenue is allocated).

Undergraduate net tuition will be allocated as follows:
- 85% based on a college’s or school’s percentage of the two-year trailing average of Student Credit Hours (SCH) taught (based on the home unit of the instructor of record). The SCHs will be weighted to reflect the relative national costs of instruction by college/school; and,
- 15% based on a college’s or school’s percentage of the two-year trailing average of majors.

Throughout this document, the instructor of record is defined as the individual recorded in Banner as the instructor of a course. The home unit of the instructor of record is defined as the home college or school of the instructor’s primary appointment.

Rationale: This algorithm provides colleges and schools with an incentive to offer innovative, high-quality undergraduate programs; to respond to student needs and demands; and to focus on student recruitment and retention. It recognizes the differential costs of instruction via the weighting of SCHs as well as the demands of majors on an academic department.

Algorithm 2: Graduate Net Tuition (three components)
College/Disciplinary Graduate Tuition and Aid:
Graduate Net Tuition is defined as gross tuition less financial aid (the netting occurs after the revenue is allocated). The home college or school of a graduate student’s program will be allocated 100% of that student’s gross tuition and 100% of that student’s financial aid. Graduate Student Stipends will be paid by the hiring unit.

Payments to Teaching RCs:
For every SCH a graduate student takes outside of the home college, the home college will pay the teaching college 85% of the University’s I/S per credit tuition rate.
Cross-College/Interdisciplinary Graduate Tuition and Aid:
The graduate net tuition generated by cross-college interdisciplinary programs such as the Food Systems Master of Science will be allocated to the Graduate College. The net tuition will then be distributed to each of the participating colleges and schools based on their percentage of the program’s total SCHs. If additional aid – such as paying insurance or comprehensive fees – is required for the program and this expense exceeds tuition revenue, the participating units will pay the Graduate College the funding necessary to make the Graduate College whole.

Rationale: This algorithm provides colleges and schools with an incentive to offer innovative, high-quality graduate programs; to respond to student needs and demands; and to focus on student recruitment and retention. It also supports interdisciplinary programs and recognizes the instructional costs associated with courses taken outside a student’s home college.

Algorithm 3: Non-Degree and Summer Tuition (three components)
Continuing and Distance Education (CDE) will be designated a hybrid cost center. A portion of its revenue will be funded via revenue algorithms 3a and 3b, and a portion of its budget will reside in the cost pool and will be funded via expense algorithm 3c.

3a: Academic Year Non-Degree Net Tuition Revenue (a revenue algorithm)
Academic year non-degree net tuition revenue will be allocated as follows:
- 85% based on a college’s or school’s percentage of the non-degree SCH taught (based on the home unit of the instructor or record); and,
- 15% allocated to CDE.

3b: Summer Tuition Revenue (a revenue algorithm)
This includes tuition revenue from any* student taught in the summer, and will be allocated as follows:
- 85% based on a college’s or school’s percentage of the summer SCH taught (based on the home unit of the instructor of record); and,
- 15% based on a college’s or school’s percentage of the majors taking summer courses; non-degree students will be counted as CDE majors.

As noted in algorithm 1, the home unit of the instructor of record is defined as the home college or school of the instructor’s primary appointment.

3c: CDE Expenses (an expense algorithm)
CDE provides services that will support RC revenue generation. Returning the majority of the revenue in this algorithm to the RCs provides the most transparent and effective incentives to the RCs, but does not provide CDE with the revenue necessary to cover its full costs. The CDE expenses that are not covered by the 15% allocation on non-degree enrollments (3a, 3b) – as well as other forms of revenue generated by CDE – will be allocated to the RCs on the basis of student FTE.

Rationale: This algorithm aligns incentives and eliminates unproductive competition; it provides strong and transparent incentives for the academic units to engage in summer, and for both the academic units and CDE to grow non-degree enrollments.

*In summer 2015, Graduate Tuition was included in Algorithm 3b. In spring 2016, the Steering Committee determined that it was more appropriately housed in Algorithm 2, effective summer 2016.
Distance education will be considered a mode of delivery, not a separate category of revenue. Therefore, distance revenue will be allocated via the appropriate algorithm (1, 2, or 3) depending on student type.

Algorithm 4: Indirect Cost Recovery (two components)
The Office of the Vice President for Research (OVPR) has been designated a hybrid cost center. A portion of its budget will be funded via revenue algorithm 4a and a portion of its budget will reside in the cost pool and will be funded via expense algorithm 4b. This structure provides common incentives for both the OVPR and the Responsibility Centers to grow the University’s F&A revenue.

4a: F&A Revenue (a revenue algorithm)
Indirect cost recovery revenue generated by sponsored activities (commonly referred to as “F&A”) will be allocated as follows:

- In FY16, 99% of the F&A will be allocated to the RC of the grant’s Principal Investigator (PI) with the remaining 1% allocated to the Office of the Vice President for Research. If grants have multiple PI’s, the F&A allocated to the RCs will be distributed according to their respective planned effort on the grant.
  - By FY18, this allocation will change such that 95% of the F&A will be allocated to the RCs and 5% to the OVPR. However, the Provost may choose to adjust these percentages in response to strategic needs and priorities.
- The OVPR will receive 100% of the F&A revenue associated with several university-wide interdisciplinary grants and centers/institutes.
- The OVPR will receive 100% of the F&A not allocated specifically to a Responsibility Center.

4b: Research Enterprise Expenses (an expense algorithm)
The University’s research enterprise includes the OVPR; Sponsored Programs Administration; the Office of Technology Commercialization; the Instrument Model Facility and more. The expenses of the Research Enterprise not funded by the F&A allocation as discussed above will be allocated to an RC based on its percentage of the 3-year trailing average of sponsored awards. For example, if an RC generated 22% of the sponsored awards generated by all RCs over the previous three years, it will be allocated 22% of the total cost of the remaining Research Enterprise expenses not already funded via Algorithm 4a.

Rationale: This algorithm provides incentives for both the RCs and the OVPR to grow the University’s F&A revenue; incentives for the RCs to consider their research portfolios as a whole and grow them strategically; it provides the Office of the Vice President for Research with resources to invest strategically; and it allocates the expenses associated with the research enterprise to the units that utilize these services.

Algorithm 5: Other Income
“Other Income” (OI) is defined as revenue not directly related to tuition and research. Examples of OI include lab fees, vending fees, student application fees and the revenue generated by income expense activities both large and small such as the Luse Center in the College of Nursing and Health Sciences (CNHS) and Residential Life.
OI generated within a Responsibility Center will be allocated to that RC (e.g., CNHS would receive the revenue the Luse Center generates, and CNHS would also receive the funding associated with any of its course fees).

OI generated by large self-sustaining income/expense activities that are not currently classified as RCs, but operate much like them in that they are responsible for their own revenue and expenses, will be allocated to those activities. Examples of these activities include Residential Life, the Bookstore, and the Center for Health and Wellbeing.

Undesignated OI generated more broadly, and typically by a cost center (e.g., vending fees, student application fees) will be allocated to the overall university revenue pool for broad distribution to the RCs via a reduction in the allocation of costs back to the Responsibility Centers.

*Rationale:* The revenue generated to meet the needs of a particular activity within an RC should be allocated back to the RC. Since the large self-sustaining income/expense activities are currently functioning successfully in an IBB-like way, it seemed wise to leave their operations undisturbed at this time. Undesignated OI is appropriately allocated for the benefit of the entire university.

**Algorithm 6: Facilities and Space Costs**
The costs associated with facilities (including physical space and utilities) will be allocated to a Responsibility Center based on its percentage of the total campus square footage. The cost associated with barns and sheds will be discounted by 80%.

The cost of “administrative units’” space (includes all space that is not allocated to the RCs) is allocated to Responsibility Centers based on their share of the overall cost pool (Algorithm 7). That is, if an RC’s allocation of cost pool expenses is 22% of the total cost pool, it will be allocated 22% of the cost for administrative units’ space.

General purpose classroom space will be assigned to the Registrar’s Office, not a particular RC.

If a Responsibility Center is willing to invest in space improvements that will increase efficiency, we will develop a mechanism whereby measurable savings are shared with the RC.

*Rationale:* Generally speaking, each RC has a facility mix that includes space that is both new and historical; efficient and inefficient; and high and low tech. Additionally, only some of the buildings on campus are metered, making precise energy costs undeterminable. For these reasons, it seemed reasonable to allocate facilities costs on a uniform assignable square foot basis.

**Algorithm 7: Cost Pools**
The approximately 80 Cost Centers have been grouped into six different cost pools (Appendix H) and their expenses are allocated based on the following cost drivers:

- Management Services – unrestricted expenses
- Organizational Support Services – faculty and staff headcount
- Student/Academic Services – student FTE
- Community/Inclusion Services – total headcount (faculty, staff, students)

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9 Unrestricted expenses include all general fund and income/expense activity expenses.
Libraries and Information Technology Services – total FTE (30%), total headcount (30%), student FTE (20%), faculty/staff headcount (20%)
The UVM Foundation – unrestricted expenses

In cost pools that include SCH-based FTEs as a driver, Graduate SCHs will be deflated by 80%.

Rationale: The clarity of the cost pool algorithms will allow RC managers to quickly and easily understand the expense implications associated with potential actions. Deflating Graduate SCHs will incent growth in two critical areas identified in the Academic Excellence Goals: growth in graduate education and growth in distance education. Using expenses as a cost driver encourages cost reduction on the part of the Responsibility Centers, and limiting this driver to unrestricted expenses encourages units to seek external funding.

The transparency of the algorithms sheds light on the costs of the service providers. The Cost Center budgets will be monitored carefully, and Cost Centers will be expected to innovate and seek all possible efficiencies. If there are significant and sustained increases or decreases in the drivers upon which Cost Center expenses are allocated, Cost Center budgets will be adjusted accordingly.

Subvention and the President’s and Provost’s Strategic Investment Fund
The IBB implementation will be budget neutral in the first year. Budget neutrality means that each Responsibility Center’s revenues and expenses will balance in year one*, and each RC will be able to maintain its pre-IBB level of expense that was supported by its base budget. This will be accomplished by providing each RC with a revenue subvention (subsidy). The source of the subvention pool is undergraduate net tuition revenue, from which approximately $40M will be allocated to the subvention pool before the remainder is allocated to the RCs in accord with algorithm 1. Final subvention amounts will not be determined until budget planning for FY16 is complete.

Over time, it is expected that subventions to the Responsibility Centers will decrease. The Provost will develop the subvention strategy on a case-by-case basis with the dean of each RC. However, the nature and structure of some RCs is such that they will always require subvention. The need for subvention should not be viewed as a value judgment on a unit’s worth or productivity. The University as a whole benefits from its broad portfolio of programs, each with unique characteristics and complexities, and some of which will require strategic, differential investment and support.

A strategic investment fund available to the President and Provost is an essential component of the model. This fund will be used to support the initiatives that are the highest priorities of the President and Provost. This fund will build over time, and its likely source of funding is the reallocation of funds from the subvention pool – as subventions to the RCs decrease, the investment fund will increase. Subvention is further discussed in Appendix I.

INTERDISCIPLINARY SCHOLARSHIP AND TEACHING

The Steering Committee paid particular attention to the impact of IBB on interdisciplinary scholarship and teaching. It is widely understood that interdisciplinary teaching and scholarship is both a hallmark of UVM and a key to its future success. Under our current budget model, there is no incentive for a dean to allocate faculty time to programs beyond the home unit. Under IBB, a dean will have clear incentives to mount innovative high-demand interdisciplinary programs that will attract and retain students. RCs participating in interdisciplinary instruction will generate revenue either through majors

*Text in red added for clarity 12.7.17
or student credit hours taught. Similarly, federal funding agencies have moved into a mode of supporting interdisciplinary teams working on some of the most complex problems. The Vice President for Research will have a strategic investment fund (see below) to incent and support such proposals, and the participating colleges and schools will benefit from the F&A return.

IBB, through its transparency, simplicity, and predictability, will enable colleges and schools to more easily weigh trade-offs of costs vs. merit of interdisciplinary activities, to plan resource allocation accordingly, and to assess whether and when additional investments may be worthwhile. The IBB framework allows and encourages colleges and schools to enter into financial agreements/partnerships around interdisciplinary and cross-unit programs. Quoting from Indiana University’s 2011 RCM Review Committee report: “RCM served to make transparent the actual costs and financial trade-offs involved in cross-RC activity, and as a result, fostered healthy conversations about the underlying substantive merits of interdisciplinary proposals.”

In the move to IBB, a number of important steps will be taken to ensure an environment exists for interdisciplinary activities to flourish and be sustained. These include: (1) tuition algorithms that are driven by the instructor of record of the course, regardless of whether or not the course is in the instructor’s home department; (2) Banner will track courses with multiple instructors so that revenues can be distributed accordingly; (3) the OVPR will have a strategic fund that can be used to incentivize new interdisciplinary research and scholarship; (4) the Dean of the Graduate College will have a strategic fund that can be used to incentivize interdisciplinary graduate program offerings; and (5) the President and Provost will be able to use funds from the Strategic Investment Fund to support, foster, grow, and/or promote interdisciplinary activities. Ultimately, however, decisions about interdisciplinary activities reside with the deans and faculty. IBB is simply a tool. It cannot and should not substitute for leadership, vision, and strategic thinking. The deans will be in a far stronger position under IBB to make informed, strategic decisions and investments in innovative, cross-cutting, interdisciplinary programs that are compelling, important, and sustainable, and that can serve as discriminators for the University of Vermont.

ADMINISTRATIVE UNIT REVIEW

The process of Administrative Unit Review (AUR) lies outside the IBB model, but it is nonetheless closely related. The Vice President for Executive Operations will manage the AUR process in which Cost Centers will undergo regular reviews to assess their quality, efficiency and effectiveness; to stimulate planning and improvement; and to encourage their development in strategic directions that reflect the University’s priorities. These reviews will provide the Responsibility Centers with formal opportunities to provide meaningful input on the cost and quality of the services they receive. The Administrative Unit Review process began in the spring of 2014.

A LOOK AHEAD

We are using FY15 to run the proposed IBB model in parallel with our current budget model. The Steering Committee continues to meet, to watch the IBB model “at work,” and recommend further enhancements to the model in preparation for its full implementation in FY16. Beyond FY16, the proposed model will undergo periodic evaluation and refinement; a major review of the model is recommended in FY20.

10 http://www.uvm.edu/president/AUR/
There is also a great deal of work underway in preparation for the model’s launch. I have charged Vice President for Finance Richard Cate with leading a team in developing and implementing a plan for operationalizing the model (Appendix J). This team is working to ensure that UVM’s business processes and systems accurately reflect both the final IBB algorithms and the overall revenues and expenses of the University; to ensure accurate reconciliation of revenue and expense; to ensure that both the Responsibility and Cost Centers have access to relevant, accurate, timely IBB financial data and reports; and to ensure that members of UVM’s financial management community have the information and training they need to support a successful implementation.

The Provost’s Office will work with the academic units and the Faculty Senate to develop mechanisms to ensure appropriate curricular oversight.

CLOSING THOUGHTS

While we are all excited about the opportunities for transformation that IBB affords, I caution that IBB is not the solution to the very real and pressing challenges we face. It, in and of itself, will not reduce our expenses, create efficiencies or generate new revenue. It is not a surrogate for leadership, vision or innovation. It is a management tool that will empower our academic leaders to develop and manage their resources strategically, efficiently, and effectively as the academic units continue to elevate the quality and reputation of academic programs in order to meet the needs of our students. IBB links strategy with resources at the appropriate level. I have every confidence that it will support a positive transformation – but we all must play a role in that process. We must be willing to examine and question long-held practices and beliefs. We must be willing to change, to create, and to innovate.

In closing, let me say how enormously grateful I am to the members of the IBB Steering Committee, as well as the eight IBB subcommittees, for the countless hours they have invested in this process. Through their time, energy, careful study, critical discourse, and engagement with faculty, staff, and students across the UVM campus over the past year and a half, we have arrived at this point where we are able to recommend an IBB model for your approval. It has been my privilege to work with the 240 members of our campus community involved in the development and implementation of IBB, and to witness such a collaborative, inclusive, and authentic process. This bodes very well for the future of the University of Vermont.
IBB Steering Committee Membership – September 20, 2013

David Rosowsky, Committee Chair; Provost and Senior Vice President
Lisa Aultman-Hall, Professor, School of Engineering and Transportation Research Center
Joshua Barry, Undergraduate Student, College of Engineering and Mathematical Sciences; Treasurer, Student Government Association
Shari Bergquist, Assistant Dean for Business Operations, College of Nursing and Health Sciences
Breck Bowden, Patrick Professor of Watershed Science and Planning; Director, Water Resources and Lake Studies Center, Rubenstein School of Environment and Natural Resources
Johanna Brabham, Manager, Residential Life and Davis Center Custodial Services Department
Richard Cate, Vice President for Finance and Treasurer
Rex Forehand, Heinz and Rowena Ansbacher Endowed University Distinguished Professor, Department of Psychology
Jennifer Gagnon, Interim Associate Vice President for Research Administration
Jane Kolodinsky, Professor and Chair, Department of Community Development and Applied Economics
William Mierse, Richard and Pamela Ader Green and Gold Professor, Department of Art and Art History
Fayneese Miller, Dean, College of Education and Social Services
Rick Morin, Dean, College of Medicine
Owen Myers, Graduate Student, Materials Science; Treasurer, Graduate Student Senate
Rae Nishi, Professor, Neurological Sciences; Director, Neuroscience Graduate Program; Director, Neuroscience, Behavior and Health Transdisciplinary Research Initiative
Polly Parsons, E.L. Amidon Professor of Medicine and Chair, Department of Medicine
Don Ross, Research Professor, Department of Plant and Soil Science; Director, CALS Environmental Sciences Major; Chair, Faculty Senate Financial and Physical Planning Committee
George Salembier, Associate Professor and Chair, Department of Education
Beth Taylor-Nolan, Assistant Dean, Continuing Education
Richard Vanden Bergh, Associate Professor, School of Business Administration
Jim Vigoreaux, Breazzano Endowed Professor and Chair, Department of Biology
Beth Wiser, Director, Office of Admissions
To: Faculty and Staff of the University of Vermont

From: David V. Rosowsky, Provost and Senior Vice President

Subject: Incentive-based Budgeting (IBB) Subcommittee Membership

We had a tremendous response from the campus community to participate on the IBB subcommittees. With so many outstanding nominees from across our campus, determining IBB subcommittee membership was a challenge, but a challenge of the very best sort. Upon reviewing the list of nominees, my respect and admiration for the experience, expertise and dedication of our faculty and staff has deepened. I am honored to be working with all of you and I am grateful for your willingness to engage in this important conversation.

When assembling the subcommittees, we sought balance along a number of dimensions of diversity and inclusiveness both within and among the subcommittees. We were attentive to gender, cultural, intellectual, faculty/staff, home unit, and self-nomination/central nomination mixes. That said, we also needed the right backgrounds and expertise at the table to ensure productive subcommittee discussions. While we endeavored for balance across a number of dimensions, it was not possible in all cases. I am confident we have assembled outstanding subcommittees that will effectively and actively represent our entire community. These individuals are serving as university citizens who will bring the entirety of their talents and intellect to this work on behalf of all of us.

As noted in my IBB update memo to campus on September 23, we have added a subcommittee on Interdisciplinary Scholarship and Teaching, which will be chaired by Professor William Mierse. By design, this subcommittee is comprised entirely of faculty and includes a broad range of academic disciplines with slightly less focus on balance among units.

The IBB subcommittees will, of course, draw on expertise from across campus as they conduct their work. As always, you can find current information at the IBB website.

I extend my sincerest thanks to those who were willing to be considered for appointment to these subcommittees, and to those who accepted appointments.

(membership listing begins on page 2)
INCENTIVE-BASED BUDGETING – SUBCOMMITTEE MEMBERSHIP

COST POOL METHODOLOGY:
Polly Parsons, Professor and Chair, Department of Medicine (Chair)
Mike Austin, Director of System Administration, Enterprise Technology Services
Shari Bergquist, Asst. Dean for Business Operations, College of Nursing and Health Sciences
Stephen Dempsey, Associate Professor, School of Business Administration
Rose Feenan, Asst. Dean for Business Operations, Rubenstein School of Environment and Natural Resources
Cathy Krupp, Financial Manager, Continuing and Distance Education
Patricia Redmond, Assistant to the Dean, Honors College
Mara Saule, Chief Information Officer and Dean, Libraries and Learning Resources
Ross Thomson, Professor, Department of Economics
Gregory Warrington, Assistant Professor, Department of Mathematics and Statistics

FACILITIES AND SPACE COSTS:
Don Ross, Research Professor, Department of Plant and Soil Science (Chair)
Alison Armstrong, Library Professor, Bailey Howe Library Information and Instruction Services
Johanna Brabham, Manager, Residential Life and Davis Center Custodial Services Department
Linda Burnham, Assistant Dean for Business Operations, College of Arts and Sciences
Brian Cote, Senior Associate Dean for Finance and Administration, College of Medicine
Gary Hawley, Research Associate, Rubenstein School of Environment and Natural Resources
Josie Mercure, Associate Director, Financial Analysis and Budgeting
Kim Parker, Associate Director, Residential Life
Sanjay Sharma, Dean, School of Business Administration
Robert Vaughan, Director, Capital Planning and Management

GRADUATE TUITION REVENUE AND AID:
Rae Nishi, Professor, Department of Neurological Sciences (Chair)
Penny Bishop, Professor, Department of Education
Norman Craige, Associate Director, Student Financial Services
Paul Deslandes, Associate Professor and Chair, Department of History
Cindy Forehand, Interim Dean, Graduate College
Luis Garcia, Dean, College of Engineering and Mathematical Sciences
Diane Jette, Professor and Chair, Department of Rehabilitation and Movement Science
Christopher Koliba, Professor, Department of Community Development and Applied Economics
Erin Montgomery, Program Administrator, Cell and Molecular Biology Program
Richard Vanden Bergh, Associate Professor, School of Business Administration
INTERDISCIPLINARY SCHOLARSHIP AND TEACHING:
William Mierse, Department of Art and Art History (Chair)
David Barrington, Professor, Department of Plant Biology
Christopher Berger, Associate Professor, Department of Molecular Physiology and Biophysics
Rosemary Dale, Clinical Professor and Chair, Department of Nursing
Maggie Eppstein, Associate Professor and Chair, Department of Computer Science
Stephanie Kaza, Professor, Rubenstein School of Environment and Natural Resources
Tammy Kolbe, Assistant Professor, Department of Leadership and Developmental Sciences
Charlotte Mehrtens, Professor, Department of Geology
Wolfgang Mieder, Professor, Department of German and Russian
David Novak, Associate Professor, School of Business Administration
Julie Roberts, Professor, Department of Romance Languages and Linguistics

NON-DEGREE AND ONLINE TUITION REVENUE AND AID:
Jane Kolodinsky, Professor and Chair, Department of Community Development and Applied Economics (Chair)
Jennifer Dickinson, Associate Professor, Department of Anthropology
Cynthia Gerstl-Pepin, Associate Dean, College of Education and Social Services
William Jeffries, Senior Associate Dean for Medical Education, College of Medicine
Jill King, Associate Director, Student Financial Services
Daniel Lerner, Associate Dean, UVM Extension
Patricia Prelock, Dean, College of Nursing and Health Sciences
Abu Rizvi, Dean, Honors College
Beth Taylor-Nolan, Assistant Dean, Continuing and Distance Education
Keith Williams, Registrar, Office of the Registrar

OTHER REVENUE AND FEES:
Breck Bowden, Professor, Rubenstein School of Environment and Natural Resources (Chair)
Joshua Barry, Undergraduate Student, College of Engineering and Mathematical Sciences
Cynthia Belliveau, Dean, Continuing and Distance Education
Dennis DePaul, Assistant Dean for Business Operations, Dean of Students
Stephanie Dion, Director, Administrative Business Service Center
Patricia Eldred, Director, Administrative and Facilities Services Auxiliary Services
Mary Peabody, Extension Professor, UVM Extension
Julia Russell, Associate Chief Information Officer, Enterprise Technology Services
Susan Ryan, Professor and Director, Center on Disability and Community Inclusion
Jeff Schulman, Associate Director, Athletics
RESEARCH AND INDIRECT COST RECOVERY:
Jim Vigoreaux, Professor and Chair, Department of Biology (Chair)
Paula Deming, Associate Professor, Department of Medical Laboratory and Radiation Sciences
John Evans, Interim Vice President for Research
Jennifer Gagnon, Interim Associate Vice President for Research Administration
Dryver Huston, Professor, School of Engineering
Robin Lockerby, Evaluation Data Specialist, UVM Extension
Jessica Strolin, Associate Professor, Department of Social Work
Russell Tracy, Professor, Department of Pathology
Kevin Trainor, Professor and Chair, Department of Religion
Tom Vogelmann, Dean, College of Agriculture and Life Sciences

UNDERGRADUATE TUITION REVENUE AND AID:
Lisa Aultman-Hall, Professor, School of Engineering (Chair)
Pamela Blum, Assistant Dean for Business Operations, College of Education and Social Services
Antonio Cepeda-Benito, Dean, College of Arts and Sciences
Richard Fanus, Assistant Dean for Business Operations, College of Agriculture and Life Sciences
Marie Johnson, Director, Student Financial Services
Thomas Noordewier, Associate Dean, School of Business Administration
Lisa Schnell, Associate Dean, Honors College
Jeremy Sibold, Associate Professor, Department of Rehabilitation and Movement Science
Deane Wang, Associate Professor, Rubenstein School of Environment and Natural Resources
Beth Wiser, Director, Office of Admissions
ACADEMIC EXCELLENCE: 
Goals for the University of Vermont 
Supporting the President’s Strategic Action Plan

These goals are established to animate President Sullivan’s Strategic Action Plan and facilitate University-wide discussions, engagement, and initiatives around Academic Excellence.

Success in these areas will lead, authentically and in a sustainable way, to increased selectivity, improved student quality, and improvements in national rankings and other reputational indicators.

These goals also serve as drivers to the University-wide IBB development process initiated in fall 2013.

1. Increase the percentage of undergraduate students graduating in four years
2. Improve undergraduate student retention, Years 1-4
3. Improve student advising, both academic and pre-professional/career
4. Increase interdisciplinary teaching, research, and scholarship
5. Expand programmatic offerings to include distance and hybrid modes of instructional delivery
6. Increase research and scholarship in areas that generate high impact, recognition, and visibility
7. Increase domestic diversity and grow international student enrollments across the University
8. Increase enrollments in graduate and professional programs

D. Rosowsky, Provost and Senior Vice President
October 24, 2013
Appendix D

An Incentive-Based Budget Model for the University of Vermont
Charge to the Subcommittee on Cost Pool Methodology
October 8, 2013

Introduction:
In academic year 2012-13, the University community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement over the model’s problems: lack of transparency, too much complexity, little flexibility, and few incentives.

President Sullivan has asked Provost David Rosowsky, in his role as UVM’s Chief Budget Officer, to lead the effort to develop a new incentive-based budget (IBB) model for the University. The Provost will chair the IBB Steering Committee that will be responsible for the final recommendations that will be made to the President on the design and methodology of an overall incentive-based budget model for the University of Vermont.

Members of the IBB Steering Committee will chair and/or serve on IBB subcommittees that will explore particular components of the IBB model, providing possible courses of action for the Steering Committee’s consideration.

Guiding Principles:
The development, implementation and continuing assessment of the new Incentive-based Budget Model will be guided by the following principles:

- Creates incentives that promote academic quality and excellence
- Creates incentives at all levels of the University that promote financial sustainability
- Encourages innovation and entrepreneurship throughout the University
- Provides transparency, clarity, and predictability
- Can be easily understood, is easy to implement and operate, and is flexible
- Can operate in all cycles of the economy, whether robust or downturn

Cost Pool Methodology Subcommittee Membership:
Polly Parsons, Professor and Chair, Department of Medicine (Chair)
Mike Austin, Director of System Administration, Enterprise Technology Services
Shari Bergquist, Asst. Dean for Business Operations, College of Nursing and Health Sciences
Stephen Dempsey, Associate Professor, School of Business Administration
Rose Feenan, Asst. Dean for Business Operations, Rubenstein School of Environment and Natural Resources
Cathy Krupp, Financial Manager, Continuing and Distance Education
Patricia Redmond, Assistant to the Dean, Honors College
Mara Saule, Chief Information Officer and Dean, Libraries and Learning Resources
Ross Thomson, Professor, Department of Economics
Gregory Warrington, Assistant Professor, Department of Mathematics and Statistics
Charge:
By January 24, 2014, submit for the IBB Steering Committee’s consideration a report that includes a minimum of two algorithms to allocate the cost of University-wide common goods and administrative services among the revenue-generating Responsibility Centers. The report should include:

A description of the process by which the algorithms were developed

An explanation of the algorithms and their component parts

A discussion of how the algorithms support the IBB guiding principles

Any additional information that would be useful to the Steering Committee as it considers the algorithms

Questions to Consider:
The following list of questions is not intended to be comprehensive. It is a guide that may be helpful to the subcommittee as it begins its work.

What expenses should be included in the University’s cost pool?

How many cost pools should be utilized?

On what basis should cost pool expenses be allocated to the Responsibility Centers?

Should the administrative or co-curricular Responsibility Centers be subject to the same cost pool assessments as the academic Responsibility Centers?

Resources and Support:
Each IBB subcommittee will be provided with a budget of $500 to assist with photocopying, supplies, room reservation charges, meals and other related expenses.

A Sharepoint site has been established to facilitate the work of the subcommittees. The site address is: https://sharepoint.uvm.edu/sites/ibb

The following individuals are available to provide the subcommittees with data and other information, to help answer questions, and to attend subcommittee meetings if that will be helpful to the groups. The subcommittees may also draw on relevant expertise from other campus resources.

- Alberto Citarella, Director of the Office of Financial Analysis and Budgeting, 656-1164, Alberto.Citarella@uvm.edu
- John Ryan, Director of the Office of Institutional Research, 656-4418, John.F.Ryan@uvm.edu
- Stephanie Dion, Director, Administrative Business Service Center, 656-4368, Stephanie.Dion@uvm.edu
An Incentive-Based Budget Model for the University of Vermont
Charge to the Subcommittee on Facilities and Space Costs
October 8, 2013

Introduction:
In academic year 2012-13, the University community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement over the model’s problems: lack of transparency, too much complexity, little flexibility, and few incentives.

President Sullivan has asked Provost David Rosowsky, in his role as UVM’s Chief Budget Officer, to lead the effort to develop a new incentive-based budget (IBB) model for the University. The Provost will chair the IBB Steering Committee that will be responsible for the final recommendations that will be made to the President on the design and methodology of an overall incentive-based budget model for the University of Vermont.

Members of the IBB Steering Committee will chair and/or serve on IBB subcommittees that will explore particular components of the IBB model, providing possible courses of action for the Steering Committee’s consideration.

Guiding Principles:
The development, implementation and continuing assessment of the new Incentive-based Budget Model will be guided by the following principles:

- Creates incentives that promote academic quality and excellence
- Creates incentives at all levels of the University that promote financial sustainability
- Encourages innovation and entrepreneurship throughout the University
- Provides transparency, clarity, and predictability
- Can be easily understood, is easy to implement and operate, and is flexible
- Can operate in all cycles of the economy, whether robust or downturn

Facilities and Space Costs Subcommittee Membership:
Don Ross, Research Professor, Department of Plant and Soil Science (Chair)
Alison Armstrong, Library Professor, Bailey Howe Library Information and Instruction Services
Johanna Brabham, Manager, Residential Life and Davis Center Custodial Services Department
Linda Burnham, Assistant Dean for Business Operations, College of Arts and Sciences
Brian Cote, Senior Associate Dean for Finance and Administration, College of Medicine
Gary Hawley, Research Associate, Rubenstein School of Environment and Natural Resources
Josie Mercure, Associate Director, Financial Analysis and Budgeting
Kim Parker, Associate Director, Residential Life
Sanjay Sharma, Dean, School of Business Administration
Robert Vaughan, Director, Capital Planning and Management
Charge:
By January 24, 2014, submit for the IBB Steering Committee’s consideration a report that includes a minimum of two algorithms to allocate all costs associated with the University’s physical space among the revenue-generating Responsibility Centers. The report should include:

A description of the process by which the algorithms were developed

An explanation of the algorithms and their component parts

A discussion of how the algorithms support the IBB guiding principles

Any additional information that would be useful to the Steering Committee as it considers the algorithms

Questions to Consider:
The following list of questions is not intended to be comprehensive. It is a guide that may be helpful to the subcommittee as it begins its work.

How will utility and custodial expenses be allocated to Responsibility Centers?

Taking into account the special needs of heritage buildings, and the differences in operating efficiencies between new and old buildings, how will operation and maintenance expenses (including deferred maintenance) be allocated to Responsibility Centers?

How will the expenses associate with common spaces be allocated? Classrooms? Relinquished space? Leased space?

How will new construction expenses/new capital debt be allocated? How will expenses associated with existing capital debt be allocated?

Resources and Support:
Each IBB subcommittee will be provided with a budget of $500 to assist with photocopying, supplies, room reservation charges, meals and other related expenses.

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- Alberto Citarella, Director of the Office of Financial Analysis and Budgeting, 656-1164, Alberto.Citarella@uvm.edu
- John Ryan, Director of the Office of Institutional Research, 656-4418, John.F.Ryan@uvm.edu
- Claire Burlingham, University Controller, 656-8356, Claire.Burlingham@uvm.edu
An Incentive-Based Budget Model for the University of Vermont
Charge to the Subcommittee on Graduate Tuition Revenue and Aid
October 8, 2013

Introduction:
In academic year 2012-13, the University community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement over the model’s problems: lack of transparency, too much complexity, little flexibility, and few incentives.

President Sullivan has asked Provost David Rosowsky, in his role as UVM’s Chief Budget Officer, to lead the effort to develop a new incentive-based budget (IBB) model for the University. The Provost will chair the IBB Steering Committee that will be responsible for the final recommendations that will be made to the President on the design and methodology of an overall incentive-based budget model for the University of Vermont.

Members of the IBB Steering Committee will chair and/or serve on IBB subcommittees that will explore particular components of the IBB model, providing possible courses of action for the Steering Committee’s consideration.

Guiding Principles:
The development, implementation and continuing assessment of the new Incentive-based Budget Model will be guided by the following principles:

- Creates incentives that promote academic quality and excellence
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- Encourages innovation and entrepreneurship throughout the University
- Provides transparency, clarity, and predictability
- Can be easily understood, is easy to implement and operate, and is flexible
- Can operate in all cycles of the economy, whether robust or downturn

Graduate Tuition Revenue and Aid Subcommittee Membership:
Rae Nishi, Professor, Department of Neurological Sciences (Chair)
Penny Bishop, Professor, Department of Education
Norman Craige, Associate Director, Student Financial Services
Paul Deslandes, Associate Professor and Chair, Department of History
Cindy Forehand, Interim Dean, Graduate College
Luis Garcia, Dean, College of Engineering and Mathematical Sciences
Diane Jette, Professor and Chair, Department of Rehabilitation and Movement Science
Christopher Koliba, Professor, Department of Community Development and Applied Economics
Erin Montgomery, Program Administrator, Cell and Molecular Biology Program
Richard Vanden Bergh, Associate Professor, School of Business Administration
Charge:
By January 24, 2014, submit for the IBB Steering Committee’s consideration a report that includes a minimum of two algorithms to allocate the revenues and expenses associated with graduate tuition, aid and stipends to the revenue-generating Responsibility Centers. The report should include:

- A description of the process by which the algorithms were developed
- An explanation of the algorithms and their component parts
- A discussion of how the algorithms support the IBB guiding principles
- Any additional information that would be useful to the Steering Committee as it considers the algorithms

Questions to Consider:
The following list of questions is not intended to be comprehensive. It is a guide that may be helpful to the subcommittee as it begins its work.

- Where does the responsibility for the expenses and revenue associated with graduate tuition, aid and stipends reside: at the level of the Graduate College or the other colleges and schools?

- How should the revenue generated by graduate tuition be allocated? Some possibilities: by student credit hour taught; by degree program/major; with or without a distinction for in-state, out-of-state, and international student revenue.

- How should graduate financial aid expenses be distributed in an IBB model?

- How do the algorithms facilitate interdisciplinary graduate programs?

- How/should the algorithms account for the differing levels of graduate education (masters and doctoral)? How/should they create incentives for supporting doctoral education?

Resources and Support:
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The following individuals are available to provide the subcommittees with data and other information, to help answer questions, and to attend subcommittee meetings if that will be
helpful to the groups. The subcommittees may also draw on relevant expertise from other campus resources.

Alberto Citarella, Director of the Office of Financial Analysis and Budgeting, 656-1164, Alberto.Citarella@uvm.edu

John Ryan, Director of the Office of Institutional Research, 656-4418, John.F.Ryan@uvm.edu
An Incentive-Based Budget Model for the University of Vermont
Charge to the Subcommittee on Interdisciplinary Scholarship and Teaching
October 8, 2013

Introduction:
In academic year 2012-13, the University community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement over the model’s problems: lack of transparency, too much complexity, little flexibility, and few incentives.

President Sullivan has asked Provost David Rosowsky, in his role as UVM’s Chief Budget Officer, to lead the effort to develop a new incentive-based budget (IBB) model for the University. The Provost will chair the IBB Steering Committee that will be responsible for the final recommendations that will be made to the President on the design and methodology of an overall incentive-based budget model for the University of Vermont.

Members of the IBB Steering Committee will chair and/or serve on IBB subcommittees that will explore particular components of the IBB model, providing possible courses of action for the Steering Committee’s consideration.

Guiding Principles:
The development, implementation and continuing assessment of the new Incentive-based Budget Model will be guided by the following principles:

- Creates incentives that promote academic quality and excellence
- Creates incentives at all levels of the University that promote financial sustainability
- Encourages innovation and entrepreneurship throughout the University
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- Can be easily understood, is easy to implement and operate, and is flexible
- Can operate in all cycles of the economy, whether robust or downturn

Interdisciplinary Scholarship and Teaching Subcommittee Membership:
William Mierse, Department of Art and Art History (Chair)
David Barrington, Professor, Department of Plant Biology
Christopher Berger, Associate Professor, Department of Molecular Physiology and Biophysics
Rosemary Dale, Clinical Professor and Chair, Department of Nursing
Maggie Eppstein, Associate Professor and Chair, Department of Computer Science
Stephanie Kaza, Professor, Rubenstein School of Environment and Natural Resources
Tammy Kolbe, Assistant Professor, Department of Leadership and Developmental Sciences
Charlotte Mehrtens, Professor, Department of Geology
Wolfgang Mieder, Professor, Department of German and Russian
David Novak, Associate Professor, School of Business Administration
Julie Roberts, Professor, Department of Romance Languages and Linguistics
Charge:
By January 24, 2014, submit for the IBB Steering Committee’s consideration a report that identifies the potential impact of an IBB budget model on interdisciplinary scholarship and teaching, as well as suggestions for how a new budget model might foster interdisciplinarity. The report should include:

Identification and definition of the different types of interdisciplinary scholarly and teaching activity on campus

Identification of the different types of interdisciplinary organizational units on campus, including research centers

A determination of which of these activities/organizational units have budget model implications; identification of those implications

Suggestions related to the design of the budget model that will foster interdisciplinarity

Identification of metrics that will allow for the measurement of interdisciplinary activity on campus

Resources and Support:
Each IBB subcommittee will be provided with a budget of $500 to assist with photocopying, supplies, room reservation charges, meals and other related expenses.

A Sharepoint site has been established to facilitate the work of the subcommittees. The site address is: https://sharepoint.uvm.edu/sites/ibb

The following individuals are available to provide the subcommittees with data and other information, to help answer questions, and to attend subcommittee meetings if that will be helpful to the groups. The subcommittees may also draw on relevant expertise from other campus resources.

Alberto Citarella, Director of the Office of Financial Analysis and Budgeting, 656-1164, Alberto.Citarella@uvm.edu

John Ryan, Director of the Office of Institutional Research, 656-4418, John.F.Ryan@uvm.edu
An Incentive-Based Budget Model for the University of Vermont
Charge to the Subcommittee on Non-Degree and Online Tuition Revenue and Aid
October 8, 2013

Introduction:
In academic year 2012-13, the University community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement over the model’s problems: lack of transparency, too much complexity, little flexibility, and few incentives.

President Sullivan has asked Provost David Rosowsky, in his role as UVM’s Chief Budget Officer, to lead the effort to develop a new incentive-based budget (IBB) model for the University. The Provost will chair the IBB Steering Committee that will be responsible for the final recommendations that will be made to the President on the design and methodology of an overall incentive-based budget model for the University of Vermont.

Members of the IBB Steering Committee will chair and/or serve on IBB subcommittees that will explore particular components of the IBB model, providing possible courses of action for the Steering Committee’s consideration.

Guiding Principles:
The development, implementation and continuing assessment of the new Incentive-based Budget Model will be guided by the following principles:

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- Creates incentives at all levels of the University that promote financial sustainability
- Encourages innovation and entrepreneurship throughout the University
- Provides transparency, clarity, and predictability
- Can be easily understood, is easy to implement and operate, and is flexible
- Can operate in all cycles of the economy, whether robust or downturn

Non-Degree and Online Tuition Revenue and Aid Subcommittee Membership:
Jane Kolodinsky, Professor and Chair, Department of Community Development and Applied Economics (Chair)
Jennifer Dickinson, Associate Professor, Department of Anthropology
Cynthia Gersl-Pepin, Associate Dean, College of Education and Social Services
William Jeffries, Senior Associate Dean for Medical Education, College of Medicine
Jill King, Associate Director, Student Financial Services
Daniel Lerner, Associate Dean, UVM Extension
Patricia Prelock, Dean, College of Nursing and Health Sciences
Abu Rizvi, Dean, Honors College
Beth Taylor-Nolan, Assistant Dean, Continuing and Distance Education
Keith Williams, Registrar, Office of the Registrar
Charge:
By January 24, 2014, submit for the IBB Steering Committee’s consideration a report that includes a minimum of two algorithms to allocate the revenues and expenses associated with non-degree, summer and online education to the revenue-generating Responsibility Centers. These models should reflect the University’s current organization and practices related to non-degree, summer and online education. The subcommittee may also choose to submit additional algorithms that propose an alternative organizational model for non-degree, summer and online education. The report should include:

A description of the process by which the algorithms were developed

An explanation of the algorithms and their component parts

A discussion of how the algorithms support the IBB guiding principles

Any additional information that would be useful to the Steering Committee as it considers the algorithms

Questions to Consider:
The following list of questions is not intended to be comprehensive. It is a guide that may be helpful to the subcommittee as it begins its work.

Where does the responsibility for the expenses and revenues associated with non-degree, summer and online education reside: with Continuing and Distance Education or with the other colleges and schools?

How should the revenue generated by non-degree, summer and online education be allocated? Should this allocation methodology mirror the methodology for undergraduate tuition revenue and aid? Graduate tuition revenue and aid?

Should non-degree, summer and online financial aid expenses be distributed universally or differentially? By what factors?

Resources and Support:
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The following individuals are available to provide the subcommittees with data and other information, to help answer questions, and to attend subcommittee meetings if that will be helpful to the groups. The subcommittees may also draw on relevant expertise from other campus resources.

- Alberto Citarella, Director of the Office of Financial Analysis and Budgeting, 656-1164, Alberto.Citarella@uvm.edu
- John Ryan, Director of the Office of Institutional Research, 656-4418, John.F.Ryan@uvm.edu
An Incentive-Based Budget Model for the University of Vermont
Charge to the Subcommittee on Other Revenue and Fees
October 8, 2013

Introduction:
In academic year 2012-13, the University community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement over the model’s problems: lack of transparency, too much complexity, little flexibility, and few incentives.

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Members of the IBB Steering Committee will chair and/or serve on IBB subcommittees that will explore particular components of the IBB model, providing possible courses of action for the Steering Committee’s consideration.

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- Encourages innovation and entrepreneurship throughout the University
- Provides transparency, clarity, and predictability
- Can be easily understood, is easy to implement and operate, and is flexible
- Can operate in all cycles of the economy, whether robust or downturn

Other Revenue and Fees Subcommittee Membership:
Breck Bowden, Professor, Rubenstein School of Environment and Natural Resources (Chair)
Joshua Barry, Undergraduate Student, College of Engineering and Mathematical Sciences
Cynthia Belliveau, Dean, Continuing and Distance Education
Dennis DePaul, Assistant Dean for Business Operations, Dean of Students
Stephanie Dion, Director, Administrative Business Service Center
Patricia Eldred, Director, Administrative and Facilities Services Auxiliary Services
Mary Peabody, Extension Professor, UVM Extension
Julia Russell, Associate Chief Information Officer, Enterprise Technology Services
Susan Ryan, Professor and Director, Center on Disability and Community Inclusion
Jeff Schulman, Associate Director, Athletics
Charge:
By January 24, 2014, submit for the IBB Steering Committee’s consideration a report that includes a minimum of two algorithms to allocate the revenues and expenses associated with revenue-generating activities that do not reach the threshold of formal Responsibility Centers, as well as other revenue. The report should include:

- A description of the process by which the algorithms were developed
- An explanation of the algorithms and their component parts
- A discussion of how the algorithms support the IBB guiding principles
- Any additional information that would be useful to the Steering Committee as it considers the algorithms

Questions to Consider:
The following list of questions is not intended to be comprehensive. It is a guide that may be helpful to the subcommittee as it begins its work.

- Should income/expense activities that reside in academic Responsibility Centers (e.g., the Melosira in RSENR and the Luse Center in CNHS) continue operate under the umbrella of that Responsibility Center or should their revenues and expenses be handled differently?

- Should income/expense activities that reside in administrative or co-curricular units (e.g., Print and Mail in Administrative and Facilities Services and Telecommunications in Enterprise Technology Services) continue to operate under the umbrella of that unit, or should their revenues and expenses be handled differently?

- Where should existing fees that are currently allocated to the general fund (e.g., admissions and vending fees) be allocated?

- Should existing fees that are currently allocated back to particular units (e.g., course supply fees) continue to be allocated back to a particular unit?

Resources and Support:
Each IBB subcommittee will be provided with a budget of $500 to assist with photocopying, supplies, room reservation charges, meals and other related expenses.

A Sharepoint site has been established to facilitate the work of the subcommittees. The site address is: https://sharepoint.uvm.edu/sites/ibb

The following individuals are available to provide the subcommittees with data and other information, to help answer questions, and to attend subcommittee meetings if that will be helpful to the groups. The subcommittees may also draw on relevant expertise from other campus resources.
Alberto Citarella, Director of the Office of Financial Analysis and Budgeting, 656-1164, Alberto.Citarella@uvm.edu

John Ryan, Director of the Office of Institutional Research, 656-4418, John.F.Ryan@uvm.edu

Stephanie Dion, Director, Administrative Business Service Center, 656-4368, Stephanie.Dion@uvm.edu
An Incentive-Based Budget Model for the University of Vermont
Charge to the Subcommittee on Research and Indirect Cost Recovery
October 8, 2013

Introduction:
In academic year 2012-13, the University community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement over the model’s problems: lack of transparency, too much complexity, little flexibility, and few incentives.

President Sullivan has asked Provost David Rosowsky, in his role as UVM’s Chief Budget Officer, to lead the effort to develop a new incentive-based budget (IBB) model for the University. The Provost will chair the IBB Steering Committee that will be responsible for the final recommendations that will be made to the President on the design and methodology of an overall incentive-based budget model for the University of Vermont.

Members of the IBB Steering Committee will chair and/or serve on IBB subcommittees that will explore particular components of the IBB model, providing possible courses of action for the Steering Committee’s consideration.

Guiding Principles:
The development, implementation and continuing assessment of the new Incentive-based Budget Model will be guided by the following principles:

- Creates incentives that promote academic quality and excellence
- Creates incentives at all levels of the University that promote financial sustainability
- Encourages innovation and entrepreneurship throughout the University
- Provides transparency, clarity, and predictability
- Can be easily understood, is easy to implement and operate, and is flexible
- Can operate in all cycles of the economy, whether robust or downturn

Research and Indirect Cost Recovery Subcommittee Membership:
Jim Vigoreaux, Professor and Chair, Department of Biology (Chair)
Paula Deming, Associate Professor, Department of Medical Laboratory and Radiation Sciences
John Evans, Interim Vice President for Research
Jennifer Gagnon, Interim Associate Vice President for Research Administration
Dryver Huston, Professor, School of Engineering
Robin Lockerby, Evaluation Data Specialist, UVM Extension
Jessica Strolin, Associate Professor, Department of Social Work
Russell Tracy, Professor, Department of Pathology
Kevin Trainor, Professor and Chair, Department of Religion
Tom Vogelmann, Dean, College of Agriculture and Life Sciences
Charge:
By January 24, 2014, submit for the IBB Steering Committee’s consideration a report that includes a minimum of two algorithms to allocate the revenues and expenses associated with research that has budgetary implications, and any related indirect cost recovery, to the revenue-generating Responsibility Centers. The report should include:
- A description of the process by which the algorithms were developed
- An explanation of the algorithms and their component parts
- A discussion of how the algorithms support the IBB guiding principles
- Any additional information that would be useful to the Steering Committee as it considers the algorithms

Questions to Consider:
The following list of questions is not intended to be comprehensive. It is a guide that may be helpful to the subcommittee as it begins its work.
- How should the revenue and expenses associated with funded research and indirect cost recovery be allocated between and/or among the Office of the Vice President for Research, the colleges and schools, research centers, departments, and PIs?
- Should indirect cost recovery revenues be used to offset administrative expenses associated with sponsored research?
- Should indirect cost recovery revenues be used to create a central investment pool to further the research enterprise of the University?
- How do the algorithms address and support funded collaborative and/or interdisciplinary research programs and centers?

Resources and Support:
Each IBB subcommittee will be provided with a budget of $500 to assist with photocopying, supplies, room reservation charges, meals and other related expenses.

A Sharepoint site has been established to facilitate the work of the subcommittees. The site address is: https://sharepoint.uvm.edu/sites/ibb

The following individuals are available to provide the subcommittees with data and other information, to help answer questions, and to attend subcommittee meetings if that will be helpful to the groups. The subcommittees may also draw on relevant expertise from other campus resources.
- Alberto Citarella, Director of the Office of Financial Analysis and Budgeting, 656-1164, Alberto.Citarella@uvm.edu
- John Ryan, Director of the Office of Institutional Research, 656-4418, John.F.Ryan@uvm.edu
- Claire Burlingham, University Controller, 656-8356, Claire.Burlingham@uvm.edu
An Incentive-Based Budget Model for the University of Vermont
Charge to the Subcommittee on Undergraduate Tuition Revenue and Aid
October 8, 2013

**Introduction:**
In academic year 2012-13, the University community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement over the model’s problems: lack of transparency, too much complexity, little flexibility, and few incentives.

President Sullivan has asked Provost David Rosowsky, in his role as UVM’s Chief Budget Officer, to lead the effort to develop a new incentive-based budget (IBB) model for the University. The Provost will chair the IBB Steering Committee that will be responsible for the final recommendations that will be made to the President on the design and methodology of an overall incentive-based budget model for the University of Vermont.

Members of the IBB Steering Committee will chair and/or serve on IBB subcommittees that will explore particular components of the IBB model, providing possible courses of action for the Steering Committee’s consideration.

**Guiding Principles:**
The development, implementation and continuing assessment of the new Incentive-based Budget Model will be guided by the following principles:

- Creates incentives that promote academic quality and excellence
- Creates incentives at all levels of the University that promote financial sustainability
- Encourages innovation and entrepreneurship throughout the University
- Provides transparency, clarity, and predictability
- Can be easily understood, is easy to implement and operate, and is flexible
- Can operate in all cycles of the economy, whether robust or downturn

**Undergraduate Tuition Revenue and Aid Subcommittee Membership:**
*Lisa Aultman-Hall,* Professor, School of Engineering (Chair)
*Pamela Blum,* Assistant Dean for Business Operations, College of Education and Social Services
*Antonio Cepeda-Benito,* Dean, College of Arts and Sciences
*Richard Fanus,* Assistant Dean for Business Operations, College of Agriculture and Life Sciences
*Marie Johnson,* Director, Student Financial Services
*Thomas Noordewier,* Associate Dean, School of Business Administration
*Lisa Schnell,* Associate Dean, Honors College
*Jeremy Sibold,* Associate Professor, Department of Rehabilitation and Movement Science
*Deane Wang,* Associate Professor, Rubenstein School of Environment and Natural Resources
*Beth Wiser,* Director, Office of Admissions
Charge:
By January 24, 2014, submit for the IBB Steering Committee’s consideration a minimum of two algorithms to allocate the revenues and expenses associated with undergraduate tuition and aid to the revenue-generating Responsibility Centers. The report should include:

A description of the process by which the algorithms were developed

An explanation of the algorithms and their component parts

A discussion of how the algorithms support the IBB guiding principles

Any additional information that would be useful to the Steering Committee as it considers the algorithms

Questions to Consider:
The following list of questions is not intended to be comprehensive. It is a guide that may be helpful to the subcommittee as it begins its work.

How should the revenue generated by undergraduate tuition be allocated? Some possibilities: by student credit hour taught; by degree program/major; by number of graduates; with or without a distinction for in-state, out-of-state, and international student revenue.

How should undergraduate financial aid expenses be distributed in an IBB model?

Should the algorithm account for the differing costs of instruction among academic units? If so, in what way?

How do the algorithms address and support collaborative and interdisciplinary instruction?

Resources and Support:
Each IBB subcommittee will be provided with a budget of $500 to assist with photocopying, supplies, room reservation charges, meals and other related expenses.

A Sharepoint site has been established to facilitate the work of the subcommittees. The site address is: https://sharepoint.uvm.edu/sites/ibb

The following individuals are available to provide the subcommittees with data and other information, to help answer questions, and to attend subcommittee meetings if that will be helpful to the groups. The subcommittees may also draw on relevant expertise from other campus resources.

Alberto Citarella, Director of the Office of Financial Analysis and Budgeting, 656-1164, Alberto.Citarella@uvm.edu

John Ryan, Director of the Office of Institutional Research, 656-4418, John.F.Ryan@uvm.edu
January 30, 2014

To: Faculty and Staff of the University of Vermont

From: David V. Rosowsky, Provost and Senior Vice President

Subject: Incentive-based Budget Model Subcommittee Reports

I am writing to let you know that the Incentive-based Budget Model (IBB) Subcommittee reports are now available on the IBB website. Before you read the reports, it will be useful to take some time to review the informational materials available throughout the site.

If, after reading the reports, you have feedback to share, please complete the survey that accompanies each report. The survey results will be provided to the IBB Steering Committee and will inform its forthcoming discussions and final recommendations on a proposed IBB model.

To remind you where we are in the project, this fall each of the eight IBB subcommittees was asked to explore a particular component of an overall IBB model and to propose several algorithms for how it might be addressed in a UVM IBB model. They have done so, and their proposed algorithms are found in these reports.

The spring timeline for the project includes a discussion of the reports with leadership groups across campus and the Steering Committee’s review of the algorithms. By the end of June, and based on discussions with leadership groups, input from the campus community, and analysis of the algorithms, the Steering Committee will prepare its final recommendations on the design and overall methodology of a UVM IBB model. These recommendations will then be forwarded to President Sullivan for his consideration.

I have been enormously impressed by and grateful for the response of the campus community in stepping up to meet the challenge of creating a new budget model for UVM. I am grateful to everyone that took the time to learn about IBB models, to think critically and creatively about how we might operate under a new budget model, and to offer their time and their energy to serve on committees or participate in one of the many campus presentations and conversations. The members of the Steering Committee and subcommittees, in particular, have invested countless hours in the very significant tasks that were set before them. They have been creative, thoughtful and engaged university citizens that have brought the full complement of their intellect, experience and expertise to this work.

I look forward to our continued engagement this spring.
TO: Thomas Sullivan, President  
FROM: David V. Rosowsky, Provost and Senior Vice President  
DATE: January 31, 2014  
SUBJECT: Incentive-based Budget (IBB), Interim Report

I am writing to provide an interim report on the progress we have made toward the development and implementation of an Incentive-based Budget (IBB) Model at UVM. You asked for this interim report by the end of January 2014. The next milestone will be the delivery of a recommended IBB model for your review and consideration by the end of June. I am pleased to report that, as a result of the campus’ engagement and the many hours of hard work by so many at our university, we are on-schedule in this first year of what is anticipated to be a two-year process leading to the launch of IBB in FY16.

BACKGROUND

In academic year 2012-13, the UVM community engaged in a discussion about the characteristics and operation of its existing budget model. Those discussions included governance leaders, Trustees, academic and administrative business managers, members of the Faculty Senate, and other constituents. There was uniform agreement with respect to the model’s problems: (1) a lack of transparency, (2) too much complexity, (3) little flexibility, and (4) few incentives. At the start of the fall 2013 semester you asked me, in my role as chief budget officer, to lead the effort to develop a new Incentive-based Budget (IBB) model for the University.

PROJECT ORGANIZATION

A Steering Committee has been established with responsibility for developing a final set of recommendations to you (including specific model elements and operating expectations) by June 2014. The IBB Steering Committee is supported by the following eight subcommittees that each have responsibility for exploring a particular component of the IBB model and providing the Steering Committee with specific recommendations:

1. Cost Pool Methodology
2. Facilities and Space Costs
3. Fee Generating Units
4. Graduate Tuition Revenue and Aid
5. Interdisciplinary Scholarship and Teaching
6. Non-Degree and Online Tuition and Aid
7. Research and Indirect Cost Recovery
8. Undergraduate Tuition Revenue and Aid

The development, implementation and continual assessment of the new budget model will be guided both by the Academic Excellence Goals for the University of Vermont and the following principles which you established last fall:

- Creates incentives that promote academic quality and excellence;
- Creates incentives at all levels of the University that promote financial sustainability;
- Encourages innovation and entrepreneurship throughout the University;
- Provides transparency, clarity, and predictability;
- Can be easily understood, is easy to implement and operate, and is flexible; and
- Can operate in all cycles of the economy, whether robust or downturn.

STEERING COMMITTEE AND (8) SUBCOMMITTEE APPOINTMENTS

The senior academic and administrative leadership of the University was asked to nominate candidates to serve on the Steering Committee. From these nominations, I assembled a Steering Committee that reflects the enormous talent, expertise, and dedication that are the hallmarks of our community (Appendix A), while also ensuring diverse and broad representation. The 22-member Steering Committee was announced to the campus on September 16, 2013 and includes 11 faculty, 5 staff, 2 senior administrators, 2 deans, and 2 students. Four members of the committee are department chairs, 5 hold named professorships, and 3 are Faculty Senators. All of the degree-granting units have membership on the Steering Committee.

At the time the Steering Committee was announced, I put out a call to the entire campus for self-nominations for membership on one of the subcommittees. We had a tremendous response from the campus community and on October 4, 2013 subcommittee membership was announced to the campus (Appendix B). Membership on the eight subcommittees includes 43 faculty, 10 deans or vice presidents, 27 staff and 1 student. (Two members of each subcommittee, including the subcommittee chair, are also members of the Steering Committee.)

In all, we had almost 200 nominations for membership on the Steering Committee and subcommittees. When assembling the committees, we strove for balance along a number of dimensions of diversity and inclusiveness both within and among the subcommittees. We were attentive to intellectual, gender, cultural, faculty/staff, home unit, and self-nomination/central nomination mixes. We also were careful to include the right backgrounds and expertise to ensure robust and productive subcommittee discussions.

Additionally, the following individuals have provided assistance, institutional data/research, and staffing support to the Steering Committee and subcommittees:

- Kerry Castano, Assistant Provost and Chief of Staff to the Provost, Office of the Provost
- Alberto Citarella, University Budget Director, Office of Financial Analysis and Budgeting
- Gary Derr, Vice President for Executive Operations, Office of the President
- John Ryan, Director, Office of Institutional Research
COMMUNICATIONS TO THE CAMPUS

We are committed to an open and transparent process and have communicated with campus in the following ways:

Website:
An IBB website¹ was established in September 2013 and includes information on the Steering Committee, the subcommittees, the project timeline, campus communications, presentations, reports and IBB informational resources. The website also includes a link which allows users to provide feedback, ask questions, and submit suggestions.

Campus-wide Memos:
Five campus-wide IBB memos have been issued (to-date) and posted on the IBB Website. The November 2013 issue of Across the Green, my memo to the UVM academic community, also included an update on IBB and is posted on the Provost’s Office website².

Presentations and Meetings:
The IBB website underscores our commitment to communication throughout the process and includes the following invitation, “We will meet with anyone, anytime, anywhere to discuss IBB.” In the fall, 18 meetings were held with governance groups and campus leadership to share information on the IBB development effort, as well as to provide general information on how IBB models work at other universities. I also provided an interview to the Vermont Cynic³.

ACTIVITIES TO-DATE

Steering Committee:
The Steering Committee has met five times as of January 17, 2014. Its work has included affirming the project’s guiding principles, participation in the selection of the subcommittee members, reviewing the subcommittee charges, educating itself on IBB models, receiving updates from the subcommittee chairs, and determining the process for reviewing the subcommittee reports. The Steering Committee is scheduled to meet six times this spring.

Subcommittees:
On October 8th, the subcommittees were issued their charges (Appendix C). They have been meeting regularly since then to consider and suggest specific IBB algorithms to the Steering Committee (which were due January 24, 2014).

IBB Retreat:
On October 28th, members of the Steering Committee and subcommittees participated in a day-long retreat with presentations by Professor Doug Priest and Associate Vice President and Budget Director Aimee Heeter of Indiana University-Bloomington, a university that implemented its IBB budget model over 20 years ago. This retreat provided the groups with an opportunity to further their understanding of IBB models, to learn from the experience of another university, and to ask questions related to the work of their committees.

¹ http://www.uvm.edu/provost/IBB/
² http://www.uvm.edu/~provost/Across%20the%20Green_Nov%202013.pdf
³ http://www.uvm.edu/provost/IBB/Rosowsky%20Cynic%20IBB%20Q&A.pdf
IBB Off-site Visits:
On August 22nd and September 23rd, a group of deans, business managers from the colleges and schools and members of UVM’s Division of Finance visited the University of New Hampshire and the University of Delaware to learn about their IBB models, implementation processes, and experiences.

SPRING 2014 ACTIVITIES

The reports from the IBB subcommittees were due on January 24, 2014. All subcommittee reports were submitted on-time and have been posted on the IBB website. In January and February, the Steering Committee will review the reports and identify algorithms that may make sense for a University of Vermont IBB model. The University’s finance team will then run financial models based on the proposed algorithms, and bring that analysis to the Steering Committee for its review.

In February and March, members of the Steering Committee, subcommittees, and project staff will be reaching out to the broader campus community in the IBB discussion through an engagement campaign that will include meetings with the following leadership and governance groups:

- Budget, Finance and Investment Committee of the Board of Trustees
- President’s Advisory Council
- President’s Senior Leadership Council
- Provost’s Academic Leadership Council
- Faculty Senate Executive Council
- Faculty Senate Finance and Physical Planning Committee
- Faculty Senate – Full Senate
- Graduate Student Senate
- Staff Council
- Student Government Association
- University Business Advisors

In April and May, the Steering Committee will review the financial analysis of the proposed algorithms along with feedback and suggestions received as part of the engagement campaign, and will make recommendations on the design and overall methodology of an IBB model. We are still on-track to be able to provide you with a recommended IBB model by the end of June.

FINAL THOUGHTS

As I have shared with you many times since we started this important work last September, I have been enormously impressed by and grateful for the response of the UVM community in stepping up to meet the challenge of creating a new budget model for the University. I am grateful to everyone that took the time to learn about IBB models, to think critically and creatively about how we might operate under a new budget model, and to offer their time and their energy to serve on committees or participate in one of the many campus presentations and conversations. The members of the Steering Committee and subcommittees, in particular, have invested countless hours in the very significant tasks that were set before them. They have been creative, thoughtful, and engaged University citizens that have brought the full complement of their intellect, experience and expertise to this work.
February 5, 2014

To: Faculty and Staff of the University of Vermont

From: David V. Rosowsky, Provost and Senior Vice President

Subject: Incentive-based Budget Model Subcommittee Report Q&A Sessions

If you haven’t already done so, I hope you will find time to read the Incentive-based Budget (IBB) Model Subcommittee reports that are available on the IBB website. If you have questions about the reports’ contents, I encourage you to attend a Q&A session. The sessions will include members of the IBB Subcommittees as well as other project staffers.

The Q&A sessions are scheduled for:

Monday, February 10; 12:00 – 1:00 pm; Davis Center - Livak

Thursday, February 13; 2:00 – 3:00pm; 427A Waterman

Friday, February 14; 12:00 – 1:00 pm; Billings Ira Allen 110/Martin Luther King Lounge
   (Directions: use the back entrance of Ira Allen; take a right; MLK lounge is on the left, before the Campus Center Theater)

Tuesday, February 18; 2:00 – 3:00pm; Waterman - Memorial Lounge

Thank you for your continued engagement in this important University initiative.
## Cost Pool 7A: Management Services (24 departments)

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<thead>
<tr>
<th>Department</th>
<th>Driver</th>
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<tbody>
<tr>
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## Cost Pool 7B: Organizational Services (7 departments)

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## Cost Pool 7C: Student/Academic Services (23 departments)

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## Cost Pool 7D: Community/Inclusion Services (7 departments)

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## Cost Pool 7E: Libraries/IT Services (17 departments)

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## Cost Pool 7F: UVM Foundation Services

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UVM Foundation
Incentive-based Budgeting (IBB) at UVM: About Subvention

WHAT IS SUBVENTION?

Subvention is a budgetary tool available to the Provost that allows for the rebalancing of revenues to guide the direction of the University in accordance with the strategic priorities established by the President. The mechanics of subvention include taking a portion of the overall undergraduate net tuition revenue, designating that funding as the subvention pool, and then allocating that revenue to responsibility centers as described in this document.¹

Subvention is determined and adjusted based on university goals and objectives and the unique roles and characteristics of particular academic units. It can also be used to ameliorate sudden budgetary shifts², thereby providing responsibility centers time to adjust accordingly. The use of subvention for these purposes is common to incentive-based budgeting models.

Some responsibility centers will always require subvention. Subvention is a common feature of nearly all IBB models as there are core academic offerings at any research university that simply do not generate enough revenue to meet expenses. The need for subvention should not be viewed as a value judgment on a unit’s worth or productivity. The University, as a whole, benefits from its broad portfolio of academic programs. Some programs will require strategic, differential investment and support.

An incentive-based budgeting model is an entrepreneurship and accountability model, not an autonomy model. IBB creates a decentralized system integrated by subvention.

Subvention is separate and apart from the President’s and Provost’s Strategic Investment Fund (SIF). The Strategic Investment Fund is used to support new and emerging university initiatives that align with the institution’s highest priorities. If funding is allocated from the Strategic Investment Fund to a Responsibility Center (RC), that allocation will be for a fixed period of time and for a specified purpose. Funds from the SIF are therefore not an addition to the continuing funds available to an RC, but rather represent a short-term (one-time) investment.

¹ In the first year, (FY16), subvention will be allocated such that each responsibility center’s net revenues and net expenses are equal – allowing for a budget neutral implementation of IBB Model 1.0.
² These could result, for example, from reductions in enrollments, changes in the state appropriation, decreased F&A revenue, or major unforeseen expenses critical to campus operations.
GUIDING PRINCIPLES FOR SUBVENTION ALLOCATION

The following principles, developed in partnership with the deans, have been established to guide the Provost’s decisions about subvention allocations to the colleges and schools (Responsibility Centers) under IBB. These principles are intended to both align with and support the President’s Strategic Action Plan and the undergirding Academic Excellence Goals. Further, they are consistent with the IBB Guiding Principles.

- Recognizes the disparity of costs in the delivery of programs by discipline (beyond that for which the algorithm can reasonably account).
- Promotes consistent levels of efficiency (relative to comparator data) across the responsibility centers.
- Supports graduate and professional degree programs in strategic areas, ensuring a portfolio of programs appropriate for a research university of our scale.
- Recognizes the central role of research in our mission, with emphasis on maintaining research capabilities in high-priority, high-impact areas.
- Ameliorates sudden budgetary shifts (see footnote 2), thereby providing responsibility centers time to adjust accordingly.

HOW WILL SUBVENTION WORK?

The source of subvention under IBB is net undergraduate tuition revenue. This, too, is common to IBB models. Net undergraduate tuition is our single largest revenue stream at UVM. Some public universities also include a portion of the state appropriation in their subvention pool. This is the case when state appropriations represent a relatively large share of general fund revenue. This is not the case at UVM. Our state appropriation is very modest, less than one-quarter of our net undergraduate tuition revenue. Further, since our state appropriation is fully allocated for specific purposes, it cannot be included in our subvention pool for rebalancing purposes.

To achieve budget neutrality as we moved into IBB, all responsibility centers received a subvention in FY16. The Provost will determine a multi-year subvention strategy for each unit in consultation with individual deans. This will be reviewed annually.

In order to incent the generation of revenue and the realizing of efficiencies within the units, all responsibility centers will develop budget strategies that accommodate a decrease in subvention of 1%-4% per year from FY17 through FY20 (after which this strategy will be revisited and revised as needed). A reduction in subvention does not necessarily equate to a reduction in total available resources, as responsibility centers control multiple revenue streams.
The actual reduction for each unit will be based on strategic considerations, guided by the principles in the previous section. Funds released as a result of the decreases in subvention to the colleges/schools will be used to grow and sustain the Strategic Investment Fund³ for use by the President and Provost.

Beyond FY20, decisions about subvention will be made on a case-by-case basis as part of the budget process and, as noted above, will be determined in the context of the University’s goals and objectives as well as the unique circumstances of each academic unit. This articulation of plans for subvention provides each responsibility center with the information necessary to develop its own “multi-year, all-funds” budget strategy, chief among the objectives of IBB.

D. Rosowsky, Provost and Senior Vice President
First issued: January 2015
Revised: September 2015 (Rev. 1)
Revised: October 2015 (Rev. 2)

³As discussed in the June 30, 2014 Report of the IBB Steering Committee, a strategic investment fund is an essential component of the IBB model. This fund will be used to provide one-time support for strategic initiatives that are the highest priorities of the President and Provost.
To: Deans, Vice Presidents and Other Senior Leaders
From: David V. Rosowsky, Provost and Senior Vice President
Date: May 22, 2014
Subject: Implementation of Incentive-based Budgeting

As you know, the Incentive-based Budget (IBB) Model Steering Committee will present President Sullivan with its final recommendations on the design and methodology of UVM’s new budget model by the end of June.

I am writing to let you know that I have charged Vice President for Finance Richard Cate with leading the Division of Finance in developing and implementing a plan for operationalizing the model. I will continue to work with the IBB Steering Committee in the evaluation and oversight of the model itself, and Vice President Cate will take the lead on critically important operational tasks such as:

- Developing the new annual budget process and timeline
- Developing financial (budget-to-actual) reports for responsibility and cost centers
- Developing education and training materials for UVM's financial management community

This work will take place over the coming year in preparation for our July 1, 2015 transition to IBB. You will receive regular updates as the plan unfolds.

The list above is only a sampling of a significant number of operational issues to be addressed as part of this implementation, many of which affect or involve units outside the Division of Finance. Vice President Cate will need to engage expertise from across campus as part of this work. I ask for your constructive participation in this effort to ensure a successful implementation.

Thank you for your continued support of this important initiative.