



FACULTY SENATE

Financial & Physical Planning Committee  
April 3, 2023, 2:00 – 3:30 pm  
Microsoft Teams

**Minutes**

**Present:** Thomas Borchert (Faculty Senate President), Terry Bradshaw (CALS), Teresa Cahill-Griffin (CNHS), Dan DeSanto (LIB), David Kaufman (RSEN), Jane Knodell (CAS), Maureen Neumann (CESS), Guillermo Rodriguez (CAS), Greg Rowangould (CEMS)

**Absent:** Lisa McGee (LCOM), Evan Siegel (SGA), Pending (GSS), Andrey Ukhov (GSB), Beth Zigmund (LCOM)

**Guests:** Dean Katharine Shepherd (CESS), Acting Dean Barbara Arel (GSB)

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The meeting was called to order by co-chair Guillermo Rodriguez at 2:00pm via Microsoft Teams.

1. **Approval of the March Minutes.** The minutes of March 2023 were approved as written.
2. **Chair's Remarks.** Guillermo Rodriguez reported that the FPPC must produce an annual summary of activities to be reported to the full Faculty Senate. Items that members would like to be highlighted in the report should be sent to Guillermo via email.
3. **CESS Budget Update. Dean Katharine Shepherd provided answers to the following:**  
*What is unique about the CESS budget processes?*
  - The expertise of the CESS Assistant Deans for Finance and Administration, and their ongoing communication with CESS chairs, outreach centers and leadership team, and their collaboration with the Assistant Deans University wide.
  - Preparing teachers, social workers, counselors, and others engaged in human services and social services require practicum and internship experiences, which are critical to CESS mission, but expensive. They require a low faculty to student ratio.
  - CESS has a higher percentage of accredited programs than other units. Accreditation requires fees to the accrediting bodies, visit expenses, and a data management system to collect assessment and student data. UVM does not receive support from the State of VT for accreditation expenses.
  - CESS outreach centers (Center on Disability and Community Inclusion, The Child Welfare Training Partnership, and the Tarrant Institute for Innovative Education) are Land Grant mission critical but expensive. These are funded by state and federal grants which restrict F&A rates 0%-8%.
  - CESS is 2nd highest producer of graduate students in the university. The Accelerated Master's program has been attracting students from all around the university and has been a helpful source of revenue. Graduate level scholarships are structured to attract a diverse group of students and provide value proposition for students preparing for a profession that may not be particularly high paying.

- Constant cycle of trying to grow, but growth requires investment. CESS is launching 2 new PhD programs and expects that the expense will be offset by increased funding for research and student support.
- State of VT supports CESS through collaborative efforts but not funding. There are some partnerships between UVM and the State that receive federal dollars to offset tuition costs for Master's students in Social Work and those students have a service obligation back to the State for a certain number of years.
- CESS is partnering with the State to find creative options for solving the teacher shortage.

*Does the IBB model allow enough flexibility in budget planning and solving problems through budget assignments?*

- IBB provides clarity in terms of knowing what the drivers are, particularly on algorithms 1-3 that are based on tuition, where there are some predictive possibilities. On revenue side, data can help predict student credit hours. Although recently some graduate students accepted offers of admission and then declined or deferred because of housing. On the expense side, reasonable predictions can be made around faculty and staff salary and benefits. Other costs in the budgeting process that had not experienced before – inflation – cost of utilities – beyond what central administrators can predict. Expenses associated with the support centers may not be known until later in the budget process.

*Did CESS get any monies from the Vermont appropriation? Did you assign a particular category for those funds?*

- Yes, CESS received an amount commensurate with the three schools of similar size, Grossman, CNHS and RSEN.
- No, CESS is not in as solid a position as anticipated due to enrollment and increases in the share of central costs, so the dollars are needed.

Dean Shepherd addressed questions regarding balancing investments in staff and reinvesting in faculty lines; deactivation and reconstitution of programs; and the challenge of right-sizing and balancing programs with different kinds of enrollments.

#### **4. GSB Budget Update. Acting Dean Barbara Arel provided answers to the following:**

*What is unique about the budgeting processes in GSB?*

- GSB is not heavily dependent on grant funding. The Dean actively seeks endowment and gift funding and has been very successful.
- GSB is not very dependent on undergraduate student funding. Graduate students and the MBA and Master of Accountancy (MAcc) programs are the focus for the upcoming budgets. Also trying to be innovative in other revenue sources, such as summer and online courses, attracting non-GSB students.
- GSB faculty salaries tend to be higher, and there are endowed chair positions.
- GSB is one of the smaller units on campus, and paying the indirect expenses have an impact. There has been a duplication of services. GSB had self-funded IT and communications, but that has recently changed to centralized services. Concerns include the inability to provide oversight on spending. The budget increase in expenses will cause GSB to be flat or take a loss in the next couple of years. The additional state appropriation funding will help but can't rely on that.

*What percentage of graduate students receive scholarships from GSB?*

- The Grossman gift provides scholarship funds. (The first gift was \$25 million with matching for another \$5 million. The second gift was another \$25 million with an endowment match). About 70-80% receive some form of scholarship in order to attract students to the MBA program or to encourage undergrads to stay at UVM to complete the MAcc.

*Is marketing a budget line item?*

- Originally marketing for the MBA and MAcc was done thru CDE but was not effective. GSB devoted their fund 108 for the graduate student recruitment process, including contracting a marketing agency for strategic marketing such as buying Google words, and helping with Salesforce inquiry management. Communications has become centralized and the Masters of Accountancy program will be part of a strategic communications effort next year. GSB will contribute \$25k and Central Administration will contribute \$25k. The MBA will still do own marketing efforts. Graduate enrollment is very important to GSB and the goal is to grow the program, which operates on a cohort model (about 45 students) which keeps costs down.

*Does the IBB model give enough flexibility to predict and make budget decisions?*

- GSB has no ability to predict centralized costs.

*What is the projected impact of new General Education curriculum on GSB?*

- No impact anticipated. GSB has classes in core that have been approved. GSB students take math and science classes outside of GSB. GSB has not created courses that are open to the campus.

*Is GSB satisfied with the amount of funding received from the Vermont appropriation? How are you planning to spend those funds?*

- Yes, satisfied. Funds will help to almost balance budget this year because GSB did not meet Graduate student enrollment goals. Factors included competition with other schools that have shifted to hybrid or online MBA. UVM requires one-year on campus and housing has had an impact.

*If could make one change to the IBB model, what would it be?*

- The indirect expenses are based on all direct expenses. Gift funds and Case Competition funds are counted – even though they have no indirect expenses. Endowment spending should not be counted.

## **5. New / Old Business**

- Guillermo will be compiling the information provided by Deans from each unit regarding budget management into a report for the Faculty Senate. Graduate education and indirect expenses in the IBB model will be included. FPPC members should contact Guillermo with any other points they deem crucial to be included in the report.
- Potential agenda items for the May meeting include budget conversation with Dean Noma Anderson (CNHS), and/or sharing ideas about the way in which the administration plans to fund the athletic complex.

## **6. Adjourn.** The committee adjourned the meeting at 3:36pm.

The next FPPC meeting will be May 1, 2023, from 2:00 to 3:30 on Teams.