

**IBB FEEDBACK FROM DEANS, VICE PRESIDENTS, SENIOR LEADERS AND GOVERNANCE GROUPS**  
 "Recommend up to three areas of the model for refinement..."

2.8.19				undergraduate	graduate	non-degree	indirect cost/research	other income	facilities	cost pools
Response #	IMPROVE OTHER	INCENT OTHER	IMPROVE SUBVENTION	IMPROVE ALGO 1	IMPROVE ALGO 2	IMPROVE ALGO 3	IMPROVE ALGO 4	IMPROVE ALGO 5	IMPROVE ALGO 6	IMPROVE ALGO 7
1	Communication/Training: ongoing results and impacts; department-level impacts; subsidized unit impacts; improve SC/RC dialogue								Facilities and maintenance costs have led to visible discrepancies in departmental amenities, institutions! resources, and work environments	Head tax disincentive to hire adjuncts has led to frequent use of guest lecturers; IBB has created new faculty positions, but not visibly lead to new staff positions
2		New majors and minors		Preserve/strengthen the 85% to instructional unit to allow students to take courses beyond home unit						
2		High-quality advising								
3	Ensure the model reflects, rather than drives institutional values			Assign weightings at the course -- not unit -- level			Broaden the reward for research productivity using Scholarly Productivity and Impact metrics to allocate revenue			7B and 7E - convert head tax to FTE apportionment
4				Weight study-abroad courses (similar to HCOL)						
5		Retention; 1st to 2nd and 2nd to 3rd								Ensure mechanisms exist to fully resource new initiatives and allow SCs to appropriately support RCs
5		Study-Abroad: exchange programs, UVM semester abroad programs, travel-study courses								
6									Include Space Bank in 2.0 documentation; improve communications around inventory corrections improve communications around fluidity of ASF projections related to construction	
7			Eliminate decreases in Extension's subvention	Eliminate weightings; account for differential instructional costs via subvention						Create transparent SC budget process; align SC budgets with RC goals; include RCs in SC budget process; implement Zero Base Budgeting
8	Need a functioning fail-safe system; Stewardship Committee should meet regularly and have power to intervene	Algorithms should reflect what we value; incent things that we value such as D1/D2, study abroad, internships (as we do HCOL)		Carefully consider the assumptions and priorities implicit in benchmarking to the Delaware data; eliminate weights and account for differential costs through subvention						
9						Convert CDE from a hybrid to full Support Center to avoid confusion about their role	Evaluate the RPI on the 5% "tax" for the Research Investment fund, consider decreasing the 5% to provide more investment funding to RCs who may make more meaningful investments.		Create central fund for remediation obligations (lead, asbestos); distribute this burden to the collective to offset the disparity for RCs with older buildings. Share ROI/savings for energy saving upgrades.	
10	Value the State service role using a weighted allocation of the annual State Appropriation								Weight ASF rates for laboratory vs non-laboratory space	Create transparent SC budget process; align SC budgets with RC goals; include RCs in SC budget process
11			Clarify subvention methodology; use it as an incentive/positive management tool to reward innovation, etc.							Increase SC/RC collaboration; align SC budgets with RC goals

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12	Merge CDE and Graduate College to provide better support to professional programs								Utilities charges per ASF exceed norms and should be analyzed	7E: separate Libraries and IT and consider different drivers for each; consider whether Dana Medical Library should be directly allocated to LCOM & CNHS
12	Broaden international enrollment markets; increase online programming									7F: Foundation was intended to become self-supporting -- RC subsidization should end
13				Eliminate delay (2-yr rolling average) in allocating tuition revenue to support growth in real time					Algorithm is adequate, but establish cost controls in these areas and allow RCs to participate in budget decisions for units associated with Algo 6	Create transparent SC budget process; include RCs in SC budget process; implement Zero Base Budgeting