

Default Report

Budget Model Re-Design Survey

January 24, 2023 7:27 AM MST

Q1 - 1. In your opinion, what are the top three items the Task Force should focus on during the re-design

1.	2.	3.
User Friendly design	Ease of access to the Axiom software and how that affects the budget	Comprehensive training on ALL aspects of the model
create a simple model that is easy to understand (easy to see how all allocations are determined, without using extravagant algorithms). This will allow units to plan ahead.	focus on a model that benefits university as a whole (not individual units)	create a budget approval process that provides shared governance without delaying progress (i.e., every unit should have a voice/representative, but not every individual in a unit needs to be a part of the approval process.
Setting allocation formulas to minimize the need for subvention.	Develop a transparent, equitable budgeting system for the support units.	Develop a transparent, inclusive process for funding new initiatives.
Ensuring that everyone is educated about and understands the BAM model.	Continue to ask for input from the college financial folks since none are on the new team. They have a different perspective.	Educate everyone - and be transparent - on what items and amounts are taken off the top & distributed to VCAF, Chancellor, upper level.
Simplicity	Less time involvement	transparent
easy to understand	transparent	equitable for those that are bringing in the students
Buy-in from Colleges	Communicate rules (written, understandable) so colleges can make best decisions possible	Motivate why we need a new budget model (and redesign). Was the old system broken? What does the new budget model incentivize/de-incentive? Is a new budget model really going to solve things when ultimately some budget items are not going to be affected by the incentives (e.g., you've got to have a philosophy department even if the budget model says it's not the thresholds assigned for "good" or "bad" performance).
Creating a fair starting point for all of the revenue generating area. Specifically, the allocation of revenue should not be resulting in huge gains in one college and huge subvention in others. Is there a formula to balance this out?	Clearly show how increases/decreases in enrollment revenue effect the amount of funding that each college receives. This will help will new program administration, and help determine enrollments per class as we need to open up additional sections.	Clearly showing the evaluation point for colleges that will be implemented each year. What "net activity" will be used to determine additional or cuts in funding.

1.	2.	3.
<p>A robust advisory role for UBAC/FACB as the logical base for budget governance</p>	<p>A strategic initiative pool, a "supplemental fund" (provides a qualitative component of school/college funding. It supports the university's mission and goals as a comprehensive teaching and research institution and recognizes disciplinary differences), both of which are separate from ongoing subvention pool, and can be used for things like DEI recruiting and retention - both students and faculty; funding for system governance mandates, etc.</p>	<p>Hybridize: make only enrollment/tuition pieces of budget "incentive based." Treat separate revenue streams separately (and transparently) - e.g. State funding, Auxiliary fund revenue, Restricted fund revenue (grants, contracts, gifts), Continuing Education tuition (including ACCESS revenue), General Administrative and Infrastructure Recharge (GAIR), All Other General Fund Revenue</p>
<p>simplistic</p>	<p>equitable</p>	<p>campus focused (as opposed to just college focused)</p>
<p>simplifying/streamlining the governance structure</p>	<p>gaining clarity on the baseline level of services to be provided by each support unit in exchange for their budget. (so they don't start charging for services they have always provided)</p>	<p>Enough simplicity so that primary units can predict how much revenue will come into the unit with each recruited student.</p>
<p>Service Cost Centers and how they get funded so there is a base standard and services provided are supported not "A La Carte"</p>	<p>Program funds and auxiliary revenues and how that goes to supporting campus vs enhancing programs without increasing support</p>	<p>Budgeting appropriately to staff adequately. Our Human Capital should be a top priority.</p>
<p>Transparency</p>	<p>Logical flow</p>	<p>Tuition revenue</p>
<p>scrapping this whole stupid idea</p>	<p>think about the traditional role of a university</p>	<p>think about what it means to implement a business model on an institution that should be dedicated to the greater good.</p>
<p>Involving end users input on all major operational changes BEFORE implementation by the Budget Office such as how to best proceed on charging units for telecom, campus benefits.... Every unit on this campus is unique and understanding those differences in the beginning before proceeding would improve the approach, generate favorable results, etc. A reactive approach is leading to inefficiencies. Additionally, when issues come up there is not accountability or timely communication on how to proceed. Rather the communication is there are issues and that the end users needs to correct it.</p>	<p>Establish a project timeline for budget model implementation that includes goals and how to measure progress against those goals and to publish performance against those goals. Publishing timeline or goals does not mean failure if those aren't met. Rather it enhances trust and if managed well it keeps everyone up to date so that we can plan accordingly to best manage our units and succeed as a campus.</p>	<p>Being transparent on all units across the campus, both academics and campus administration. Look at all base across the campus units and review perhaps a five year trend and look for variances in compensation and operations and share that data for the most effective and transparent communication. Look at what are the major strategies for the campus and reallocate resources to align with those initiatives. Communicate like the top three (can't be all things for everyone).</p>
<p>predictability</p>	<p>understanding</p>	<p>base budget assessment</p>
<p>Mechanics/Operationalizing</p>	<p>Clear expectations and measurements of success</p>	<p>Don't forget the support units</p>
<p>overall predictability with some incentives</p>	<p>include set annual increments across the board - including stability for support units that comes off the top</p>	<p>include an opportunity (campus-wide) to request increases - along the lines of the previous Annual Budget Requests but maybe less onerous</p>
<p>transparency in the budget and decisions</p>	<p>balancing the base budget</p>	<p>equity across campus</p>

1.

2.

3.

tie the redesign to base budget and enrollment in the model

reflect one time spending available

Show what increases or decreases the model

Simplicity

Concerns over Subvention

Ability to Plan

Q2 - In your opinion, What are the top three items the Task Force should ignore during the redesign?

1.	2.	3.
The drivers of each college	N/A	N/A
this does not have to be a 100% RCM model - consider a hybrid approach.	N/A	N/A
nothing	nothing	nothing
F&A	Reserves	weedy details
everyone's opinions - you are the most knowledgeable	what the other sister campuses are doing, we are not the same	N/A
Grant/contract funded "traditional" research of discovery, in favor of rewarding quality of research, research in pedagogy, and student (undergrad/grad) involvement in research overall	Funding any new upper administrative lines for at least the near-future - or longer	N/A
small one-offs that don't have a major impact to the big picture	N/A	N/A
people complaining about the budget model	N/A	N/A
High revenue generating programs keeping all their funds	cutting services in support centers	N/A
Subvention	N/A	N/A
the idea that a department's or a college's income is what should determine how a student receives an education	N/A	N/A
Important to get feedback the most important issues. At some point there needs to be an end-date and decisions need to be made. If there are a few items that require follow-up do so, however, proceed and keep pace with the project timeline.	Concern about not getting in right. Transparency should exist, information should be provided even if the details change.	Keeping relevant information at a high level. It should be trickling down to the units and transparent regardless of whether it will change.
starting over	N/A	N/A
F&A	Everyone's opinion/ they matter, but we can't please everyone	N/A
units that are only focused on themselves and not the overall good of the student experience and campus	those who would like to micromanage and question everyone else's budgets	N/A
growth as part of the calculation	incorrect data	people complaining about the work you're doing

1.

2.

3.

using prior year amounts, please use current amounts

SCH vs college taught, funds go to where the classes are taught

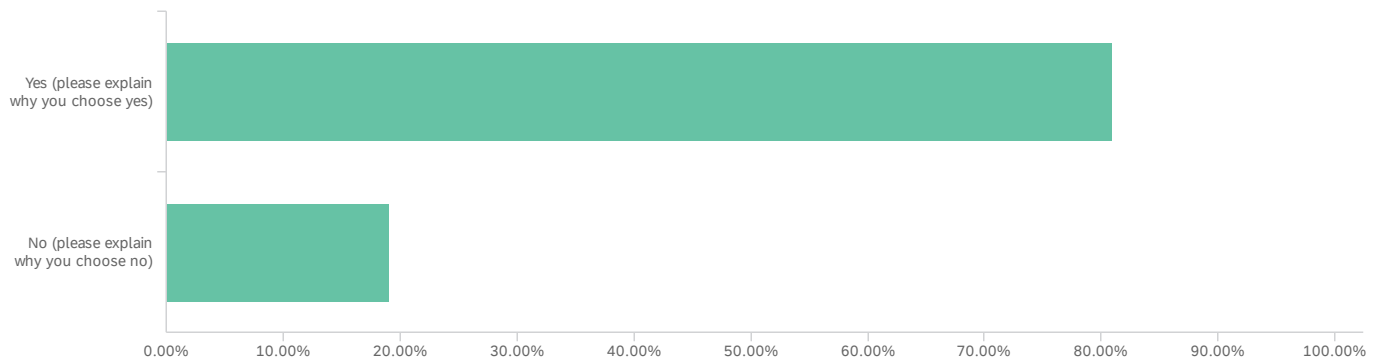
too many cost pools

Special Interest groups

N/A

N/A

Q3 - Should the budget model evaluate a contingency fund



#	Field	Percentage
1	Yes (please explain why you choose yes)	80.95%
2	No (please explain why you choose no)	19.05%

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Q3_1_TEXT - Yes (please explain why you choose yes)

Yes (please explain why you choose yes)

Despite our best planning, some impacts on budgets just cannot be predicted (e.g., pandemic), so although each college/unit will no doubt have their own contingency funds, it makes sense that the university as a whole would also hold some of these.

Pooling risk is much more efficient than having each unit have to account for the full risk they might incur in each budget cycle.

that sounds nice

can't rely on campus just yet to be prepared

yes, general fund allocations start at the University level, so any rainy day fund should also be located at this level. The issue is that budget fluctuations might not be uniform across colleges/cost areas. Again, a problem arises because campus wants to incentivize growth in the lower levels (colleges) and yet growth in these areas is so dependent on what the University does and doesn't do. Ultimately, someone (Chancellor) has to decide how monies are allocated. That's the rub.

Yes if there is fair guidelines on how to distribute these funds when needed. This will help even out the new budget model.

Because if we've learned nothing this semester, we've learned we need this - however we are running with no margin as it is, so feasible?

Main campus MUST have adequate reserves to deal with unknowns.

because we have primary units in constant deficit

Yes (please explain why you choose yes)

This fund should help cover in the event when budget cuts are needed before anywhere else. This would also help in the event of emergencies that create high fluctuation in expected costs

Do cover cost of growing programs or new programs

Financial control. It should be clear what the contingency is, how it compares institutional wide, to our peers, how it will maintained, used, etc.

Until we all know what we're doing

there has to be some backup and this has been crucial in past years

emergencies happen

Q3_2_TEXT - No (please explain why you choose no)

No (please explain why you choose no)

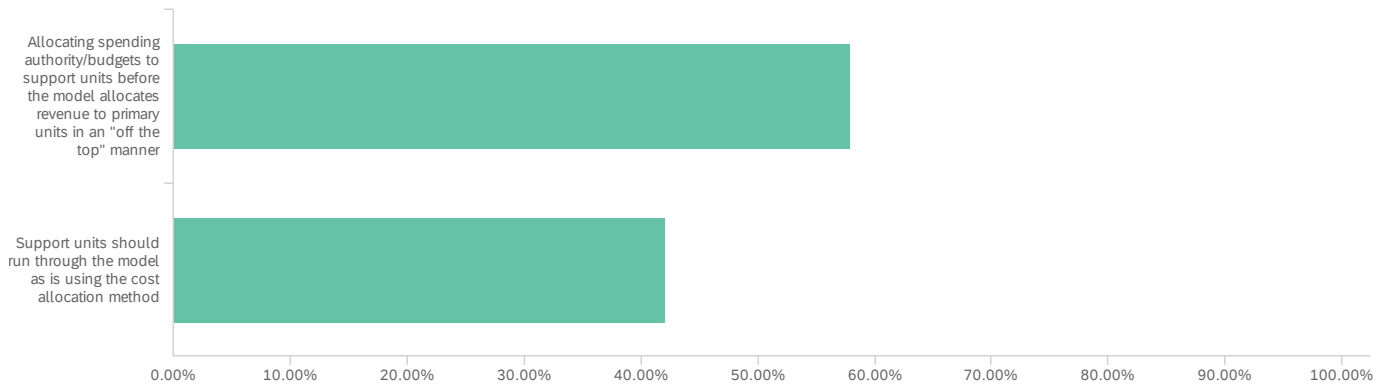
There should be accurate forecasting by each college

As long as all of the tuition and funding are being distributed equitably then this should not be needed.

The business model does not work

This should be localized with the colleges and support areas rather than main campus.

Q4 - Which of the following statements do you support?

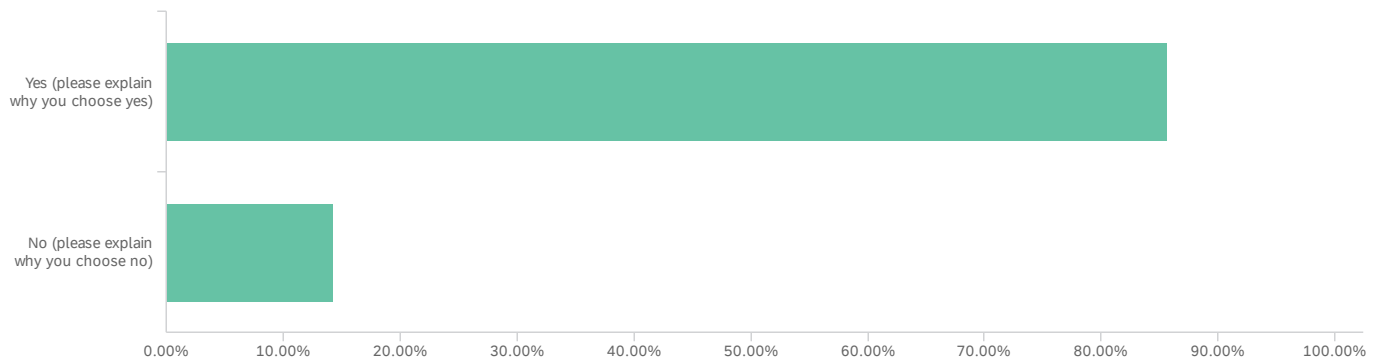


#	Field	Percentage
1	Allocating spending authority/budgets to support units before the model allocates revenue to primary units in an "off the top" manner	57.89%
2	Support units should run through the model as is using the cost allocation method	42.11%

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Q5 - Should there be a mechanism in the budget model to adjust budgets



#	Field	Percentage
1	Yes (please explain why you choose yes)	85.71%
2	No (please explain why you choose no)	14.29%

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Q5_1_TEXT - Yes (please explain why you choose yes)

Yes (please explain why you choose yes)

Increase in revenues usually means more students on campus and more usage of the support centers

As support centers grow to advance our mission, so should their budgets.

Not sure why this is even a question.

why not?

that also sounds nice

to be equitable

The "off the top" approach won't work well because then there is no incentive for support systems to control costs. There needs to be a mechanism to 1) identify support centers, 2) calculate their direct and indirect costs, and 3) allocate these costs across revenue and profit centers. Once again, someone (Chancellor again) will need to take responsibility for how support systems are funded. It's a judgment call to determine what support centers are of highest priority.

This will allow support centers to have enough funds to support our students if enrollments are increasing, and reduce the support if enrollments are decreasing.

Actually depends. Do you mean excel centers? FRC? Those that support teaching and student outcomes? Then yes.

This is the only way to deal with unknowns.

Yes (please explain why you choose yes)

When there are increases typically additional programming happens. If support centers are not adjusted properly, then they cannot keep up with the demand. Alternatively with decreases, support centers should help in looking for ways to save costs but there should also be a minimum standard for level of service so Support Centers are not a target for first areas to cut.

current revenue affects spending

yes, it should be proactive and transparent

I think it should be off the top. If less, still take flat rate b/c adjustments are likely to come.

It would be nice, but maybe not possible

as colleges fluctuate so to does the demand on the support areas. There are also colleges that bring things in house and this should be taken into consideration as well.

OIT has contracts that increase no matter what

Q5_2_TEXT - No (please explain why you choose no)

No (please explain why you choose no)

support units should go through governance

The model does not work

I think this is asking whether cuts should be made automatically as needed - I would support automatic increases but think that cuts should be determined by VC area (for example, if campus has to cut 5%, then the VCs work with their areas to determine how that 5% will be taken by their units)

End of Report