

University Budget Advisory Committee - Minutes
Time: 9:00-10:30 AM Date: December 20, 2018 Room: University Center 303
Approved 1/24/19

Welcome & Introductions – *Rex Welshon, UBAC Chair*

- Welcome & Introductions
- [Attendance](#)

Minutes – *Rex Welshon, UBAC Chair*

- Move to approve [November 29, 2018 Minutes](#): Jane Muller, 2nd: Mandi Elder
- **Approved Unanimously**

Chancellor's Updates – *Venkat Reddy, Chancellor*

- As you look at the (new budget) model, know that this is a process and not something that can be done overnight; the process has already started in some ways, but in a gentler way
- Looking at the process CU Denver went through and working with their Chancellor and CFO
 - Benefit for our campus is that that we are ready for this change
- Would like to thank Rex for his role as UBAC Chair – will be moving on to interim Dean of LAS
- Nursing Bill Update – (Two-year institutions will be able to grant four-year nursing degrees, which the governor criticizes as duplication in higher education)
 - Nursing Bill allowed community colleges to go for 2+2 completion degree
 - Bill passed because of the nursing strain in the region
 - Will continue to work with PPCC
 - Expect some changes to come – how we become more competitive, trying to bring together a plan. Want to go out on quality (but not denigrating the quality of other programs)
 - Working with UC Health (24 scholarships)
- Regent-Elects Lesley Smith and Chance Hill:
 - Welcome and presented an overview of the campus and what makes our students unique
- CU System Campaign – Essential CU (CU is essential for the success of Colorado)
 - UCCS theme will be 'UCCS Fuels Success'
 - Our campaign with focus on scholarships – Bridge Forward Scholarship and how we help our students
- Downtown Partnership – Director will start new position in January and will be working with city folks and utilities; will try to maintain ongoing training in the space
- Capital Development Committee – Engineering renovation building \$35 Million, we have \$6 Million (need 50% funding) – will likely not fund anyone on the top 20 list
- Cybersecurity: Making great developments, many conversations with military side
- UCCS was recognized as one of the Gazette's Best Places to Work For
- Reminder about next year's (2019) winter closure
- **QUESTION: Rex Welshon** – Do we know what the community college capacity for implementing 2+2 is?
 - Believe PPCC will start offering the +2 program in Fall 19, capacity 15-20 students – their goal is to increase capacity is by 50%
 - Not expected that *all* community colleges will offer this
 - We need to make sure that we are prepared for what is to come with completion degrees (education)

New Business:

1. [Discussion/Question Degree Proposals](#) – *Chuck Litchfield, VCAF*

- Process:
 - Introduce motion by the voting members of the group to approve/recommend proposal to Chancellor
 - Discussion
 - Close Discussion
 - Vote
- **BA in Human Services from COE:**
 - **Motion to recommend this proposal to the Chancellor: 1st Leslie Grant, 2nd Ellen Burkart**
 - Discussion:
 - COMMENT – *Mathew Cox*: From the front end and the retention aspect of what seems like could be beneficial from this program in addressing some of the challenges we face in retention and I suspect enrollment of students who apply to the colleges of nursing or programs in exercise science – this seems like a great program for students to land in intentionally. Could require some intentional marketing and communication. Support this proposal.
 - COMMENT – *Valerie Martin Conley*: Pledge to work with (Mathew’s) department on this program and make sure we have those processes in place
 - COMMENT – *Ellen Burkart*: Agree with Mathew that this could be a very helpful program
 - QUESTION – *Rex Welshon*: Would you say that the primary budget implications that are relative to this committee’s concern are the budgetary implications on the hiring of new tenure/non-tenure track faculty? Or, are there other budgetary implications as well?
 - ◇ *Valerie Martin Conley*: Would say that the primary budget concerns are from the faculty lines – will need some new lines for the program, but overall, they are small to the impact to the campus. Committed to allocating resources to marketing/recruitment and are prepared for this program and its needs. Is a strategic priority of our college to add undergraduate degree students.
 - **Call to Question: Mandi Elder**
 - **VOTE: Motion passes unanimously**
- **BSW/MSW Social Work from SPA:**
 - **Motion to recommend these proposals to the Chancellor: 1st Mark Wickert, 2nd Paul Mendoza**
 - Discussion:
 - ◇ CONCERN: *Mary Lile* – Do we take into consideration where our students land after graduating with this degree?
 - *Leslie Grant*: There was a table in the proposal that talked about annual salaries ([see Table 1. Social Work Wages, page 4](#)); does not specify degree
 - ◇ CONCERN: *Valerie Martin Conley* – Faculty in the COE in the graduate programs for counseling have expressed some concerns about competition between the schools about clinical placements. I have reach out to Dean George Reed in SPA and we have been trying to work collaboratively around what some of that might look like. Provost Christensen has been helping us think about what some of the sort of agreements across the college might look like long-term; still in progress.
 - *Rex Welshon*: What is the degree of concern? Is it only at the master’s level and not the Bachelors level?
 - It is not clear. I think related to the question from the floor about what jobs you are eligible for at the BSW level and what kinds of clinical placement individuals need at the BSW level versus the MSW level.

- Both colleges understand that there are some complexities that we need to look through. Will work with the other college (responsive to community needs)
- Anticipated duplication of services (especially at the master's level)? *It is possible that there would be a partial overlap*
- ◇ COMMENT: *Mark Wickert* – Regarding the sustainability of entering into a program like this and then being able to pay for it, it seems that the program would work. Seems like there is truly a need, but if this is not true, that would be a serious factor to consider (seems that there would be a distinct difference between the potential overlapping programs)
 - *Valerie Martin Conley:* They are indeed different jobs that work with some of the same partners
- ◇ QUESTION: *Chancellor Reddy* – Do your graduates compete for the same jobs?
 - They are in the same industry, but they are different jobs (if someone wants a social worker they want a social worker, if they want a counselor, they want a counselor)
 - COMMENT: *Rex Welshon* – Reminder: Resource request for BSW and MSW is not inconsiderable, this is a serious commitment of the campus (incumbent on us as a committee to reflect and give our best judgment)
 - COMMENT: *Mandi Elder* – How do we as a body look at this financially independent of the bigger picture when we are competing for resources and we look at one thing in isolation without the priority of where this fits in the broader picture. If we are going to commit to a large program like this, or a small expensive program...what is the larger impact to the overall financial picture to the institution? Probably not savvy enough to understand and address this.
 - *Chuck Litchfield:* From our perspective on the budget side, there are two competing issues with regard to this request and these two programs. Because they have said that the accreditation for the program requires a certain funding level and a certain number of faculty, that means that the campus would be making a commitment to reach that level in order to maintain accreditation. For reputational purposes, we really can't knowingly go into a program and say we are not going to get accreditation. This would be a budget commitment we would make regardless of the number of students who came. When they do the proforma, we start with how many students will come. For this program, we would be making a commitment to fund to that level in order to meet accreditation. from the budget process. Because the accreditation process, campus would have to commit a certain amount regardless of the numbers who have come in. In year 4 of 5, they would need about 146 students in their BSW program to break even, and 90 in their MSW program in order to satisfy the level of funding the campus would have to commit.
 - Would ask for Matthew Cox's thoughts on ability to commit to recruiting these numbers: Caveat; proponent of programs that serve the service area of the community – if we think about any increase to freshman size in the 100-150 level in one year, that is *significant*. The only other time we did something like this was the addition of four programs of a merit scholarship – large impact to freshman class there. Hard to say exactly what may happen. But if the question is, does it seem doable that we would roll into the fall with 100 additional freshman, then that seems challenging on its face. With this point being in the four-year, that again changes it. Chris Beiswanger and his team *do* get plenty of questions regarding a social work program.

- COMMENT: Robyn Marshke – Might be able to gain insight from Clearing House Reports – applied here but went somewhere else (see which schools they went to and what programs they chose to enter in)
- Program size of CSU or DU? – Could try and get it (Robyn)
 - a. Matthew Cox Email follow-up: [From CSU-P's IR website \(link below\)...Indicates 147 enrolled in their social work program](#)
- COMMENT: Rex Welshon – Not convinced that the case has been made that the BSW/MSW does not duplicate the college of education BA in human services in certain respects. I'm not convinced that I have enough information to make an informed decision on this degree. We as a committee, have the responsibility to make considerate recommendation to the Chancellor. Consider making an action to postpone the vote in order to resolve the questions brought up. Need more thorough data that the demand for the BSW/MSW can be met by recruiting efforts of the campus.
- COMMENT: Tom Christensen – Issue stems with the overlap in the master's level. Just to note, they are looking to start the degree a year from this Fall. Not as much time pressure to approve/disprove these pair of degrees. Therefore, a delay to get more information will not negatively affect timeline.
- Motion to postpone the recommendations for the MSW and BSW proposals until the next UBAC meeting so that more information can be gathered: Raven Chavez Maltby, 2nd Mandi Elder
- **Amendment – Mark Wickert: Strike 'next meeting' timeframe:**
- **Motion to postpone voting action until such time as potential duplication at the master's level is resolved, and additional information is gathered.**
 - **Provide updated table (Table 1, p. 4 of BSW proposal) for MSW proposal**
- Call to question of the tabling: Mandi Elder
- **VOTE: Motion passes unanimously**
- **[Response to UBAC from School of Public Affairs](#)**
- **BI in Digital Media and BI in Museum Practice and Heritage Management:**
 - **Motion to recommend these proposals to the Chancellor: 1st Mark Wickert, 2nd Raven Chavez Maltby**
 - Discussion:
 - COMMENT: Mandi Elder - Concern with BI from this body's perspective (from the last time a BI came in front of this group) – say they are cost neutral, find it hard that a BI is cost neutral. Cannot financially tell the impact of this program and that it is cost neutral. Not seeing the previous time's proformas. Hard when there is a cross-disciplinary core where students get to select which courses they take (one school could be impacted more than another based on these selections)
 - ◇ COMMENT: Mark Wickert – If this were needs-driven, we could analyze the potential impact
 - COMMENT: Rex Welshon – Not sure if the last proforma ever came to the committee.
 - QUESTION: Rex Welshon: To your recollection, the BI in Music proforma was requested. Who would help the makers of the proposal with the makers of those proformas?
 - A: Budget office. (Follow-up question) Is the budget office prepared to do this sort of recommendation?
 - Yes

- **COMMENT:** *Ellen Burkart* – Understood that they were not really recruiting new students but using current students and did not seem like they were not intending on recruiting many new students. Wonder where are they getting the students from.
 - ◇ Sometimes the BI programs have students in the single digits. So it may well be that the makers of these proposals are simply thinking of them as services to the students; but we do not know. This committee is charged with knowing that kind of thing and knowing financial implications of these proposals.
- **COMMENT:** *Chuck Litchfield* – When I reviewed these with the creators before I met with cabinet, on the museum heritage side, the way they described it is in fact a service to students; do not expect to convert this into an enrollment issue. On the side of digital media, they were not sure. The way that they anticipated offering it in the front end was that it was simply a conversion of students with this interest who likely would have been BI's or Communication majors
 - ◇ How many students do we need to bring in to make this whole – Digital Media; is a threshold of students where they would be concerned about instructors. That suggest that there is a number out there that perhaps we should go out and get of that says, at *this* level, they would expect to have created first-order effects to support the degree itself, and the second-order effects is additional sections required for service courses.
 - ◇ For museum, doesn't seem there is an intention to bring in new students
- **QUESTION:** *Ellen Burkart* – How this postponement impact the proposal process?
 - ◇ *Tom Christensen* – BI degrees, do not have to be taken to the Regents.
 - ◇ ALL BI programs have a core. Any student additions require more sections (more costs)
- **Motion to postpone action on BI in Digital Media and BI in Museum Practice and Heritage Management until such time that:**
 1. Proformas are provided for both proposals to UBAC members; and
 2. Evidence regarding the level of student enrollment growth needed in order to trigger:
 - a) Additional primary support; and
 - b) Additional course sections in the BI in Digital Media
 - ◇ **Call to question:** Mandi Elder, 2nd Mark Wickert
 - ◇ **Motion passes unanimously**
 - ◇ **COMMENT:** *Mandi Elder* – Having been through the new program recently, appreciate that delay in launch of program. Want them to consider the marketing piece, which most programs do not likely consider (additional program marketing)

2. Financial Guidance Model/Budget Scenarios – *Chuck Litchfield, VCAF*

- Gant Chart – Essentially a project map for two different projects that will run simultaneously
- Near the end of Phase I of JERA Partnership's strategic planning
 - At the end of Phase II see a scorecard with generalized themes of where we are going
 - Will also be a good place to start the budget model process
- Objective on budget model – Run a parallel process on the FY22 budget build to test things out, see what is broken, make some fixes if we need to, evaluate if we are comfortable with where this plan is landing us with an eye to run the new budget process the following year (which would be the budget build for FY23)
 - Expect to bring on a consultant to help with certain phases of this transition, not the entire process
- **QUESTION:** *Valerie Martin Conley* – Can you say anything about the other campuses in the system, do they do something like this?
 - Denver went through a process similar to this (a little different budget situation) – we can learn from some of their processes, though what we are going through is still a little different than what they did
 - Need to ask ourselves what we want to get out of this budget model change

- Will be a slow process, want to build confidence throughout entire organization

3. BA in Cybersecurity – *Tom Christensen, Provost*

- Now looking at potentially both a BS and BA degree in cybersecurity
- The match between two-year degree and our undergraduate degree (which is currently a BI degree) was not a good fit. Essentially no way for students to take two years at PPCC and complete in two years at UCCS since the BI program has so many other elements.
- Does make sense for our service region
- Computer science program looking at what type of degree program might work best – think the easier one to work through is the Bachelor of Science degree (since they are used to working with this)
- Hope to get to Regents at the late Spring meeting – heads up that this proposal is coming
 - BA – do think there would be interest in this degree (look at whether they should they work with LAS to get this degree through); this degree is a bit more complex

Session ended at 10:26 AM

Submitted:

Racquel Paywa, Support to UBAC

Chancellor's Office