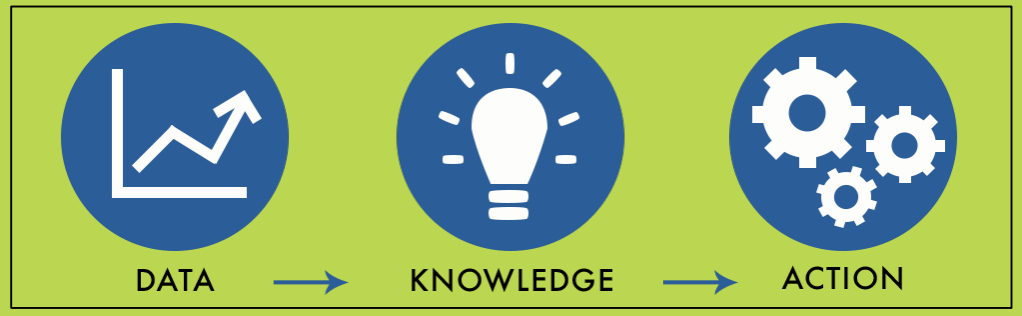
University of Vermont

Since 1791



Creating a financial dashboard for Extension and Experiment Station

- and GAK© bonus supplement!

Gary Deziel
Extension Assistant Professor
Community and Economic Development
Saint Albans, Vermont
UVM Extension
UVM College of Agriculture and Life Sciences

The University of Vermont

Learning outcomes

- Know our strategy around programming and resource allocation and make “links” to possible applicability to you (?)
- Understand the “dashboard” thing and see how we are “making the sausage” using queries, databases
- Appreciate our increased scrutiny around grants relative to program resource allocation and cost within RCM budget

Dean retires, CALS acquires, new Director's a high-flier, he has to sate his desire to get out of this budget quagmire, but is it a mire or does it simply require a magnifier, a slight rewire, a dose of constructive satire?

First, then, the September 2018 strategic plan.

- Four programmatic “results areas”. Funding Extension. Strategic investment fund. Increase financial strength of grants. Diversify funding sources.

Strategic plan, summarized.

X  Y

Develop data-driven tools to support decision making

"To adhere to this strategic plan, Extension needs to ***differentiate*** ***and*** ***rank*** ***proposals and programs relative to mission alignment and operational feasibility****. Evaluating existing work and UVM Extension new opportunities using these criteria will* ***guide*** ***Extension*** ***resources*** ***into alignment with the Result Areas*** *and move the entire organization towards it purpose and mission."*

A data set capable of producing reports that communicate the following information to a wide audience the overall fiscal status of the organization

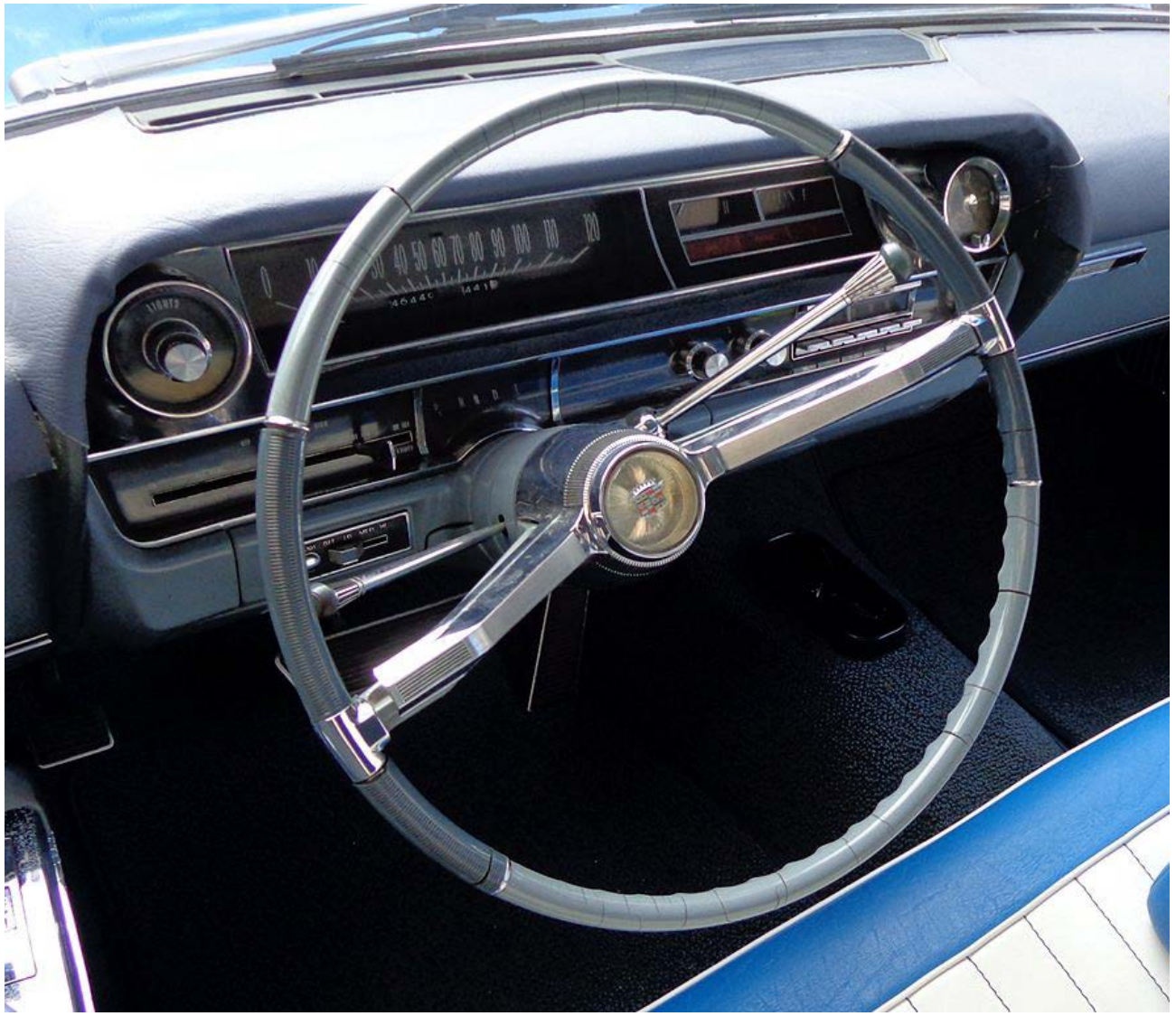
Base funding (general operating funds + capacity grants)

Allocated across Result Areas and by employee “grouping”

Grant funding

Allocated across Result Areas

calculator to determine the relative affordability of grant proposals



What do dashboards do?

Dashboards help people identify correlations, trends, anomalies, patterns and conditions.

A dashboard is a visual display of the most important information needed to achieve one or more objectives; consolidated and arranged on a single screen so the information can be monitored at a glance.

http://www.dashboardinsight.com/articles/digital-dashboards/fundamentals/what-is-a-dashboard.aspx

Here are the key characteristics of a dashboard:

- Fits on a single computer screen.
- Automatically updated without fuss.
- Shows the most important stuff.
- Easy to understand and use.

http://www.dashboardinsight.com/articles/digital-dashboards/fundamentals/what-is-a-dashboard.aspx

A. **Track active grants' finances**
   I. By result area
   II. By cost share commitment

B. **Measure how base funding is being allocated**
   I. By employee type or "grouping"
   II. By result area

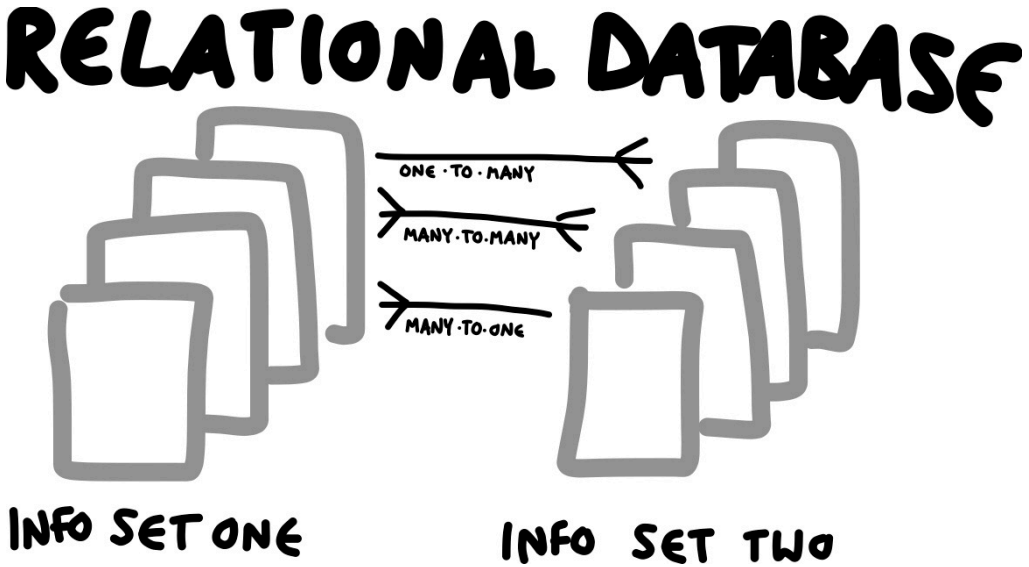
X

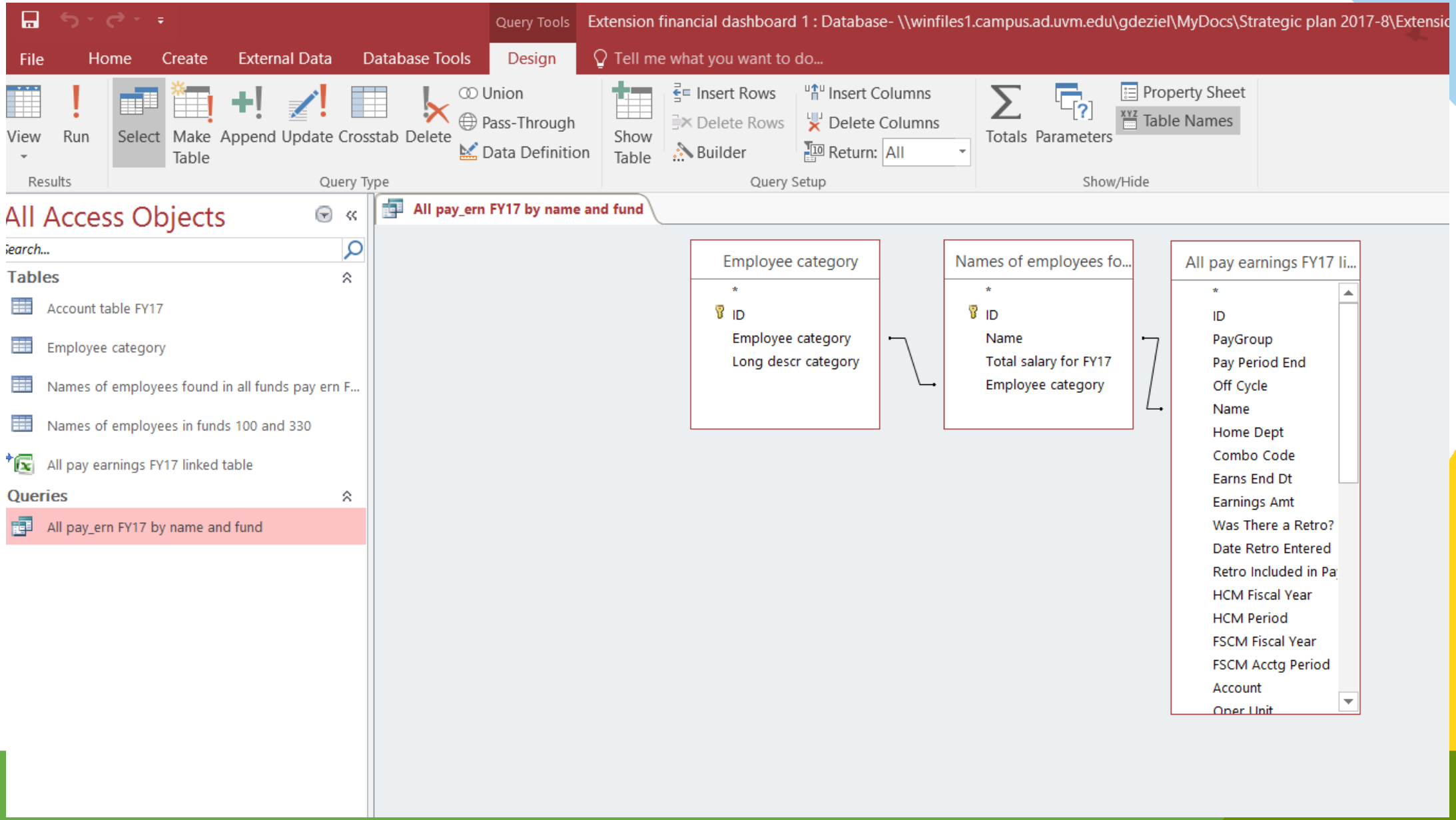
Y

Some notes and challenges

- The structure must be able to be maintained with minimal time and effort. **Simplicity enhances odds of success**.
- Essential data from **PeopleSoft**
- "**Base funds**" = general operating and federal formula funds
- Fiscal year is the university fiscal year
- Data requires **intervention** – employee categorization
- Varying data sources = relational database, **MS Access**

A *relational database* is a set of formally described tables from which data can be accessed or reassembled in many different ways without having to reorganize the *database* tables.




Query Tools
Extension financial dashboard 1 : Database- \\winfiles1.campus.ad.uvm.edu\gdeziel\MyDocs\Strategic plan 2017-8\Extensio
File
Home
Create
External Data
Database Tools
Design
Tell me what you want to do...
View
Run
Select
Make Table
Append
Update
Crosstab
Delete
Union
Pass-Through
Data Definition
Show Table
Insert Rows
Delete Rows
Builder
Insert Columns
Delete Columns
Return: All
Totals
Parameters
Property Sheet
Table Names
Results
Query Type
Query Setup
Show/Hide
All Access Objects
Search...
Tables
Account table FY17
Employee category
Names of employees found in all funds pay ern F...
Names of employees in funds 100 and 330
All pay earnings FY17 linked table
Queries
All pay_ern FY17 by name and fund
All pay_ern FY17 by name and fund
Employee category
*
ID
Employee category
Long descr category
Names of employees fo...
*
ID
Name
Total salary for FY17
Employee category
All pay earnings FY17 li...
*
ID
PayGroup
Pay Period End
Off Cycle
Name
Home Dept
Combo Code
Earns End Dt
Earnings Amt
Was There a Retro?
Date Retro Entered
Retro Included in Pa
HCM Fiscal Year
HCM Period
FSCM Fiscal Year
FSCM Acctg Period
Account
Oper Unit

Example B

Measure how base funding is being allocated by "grouping"

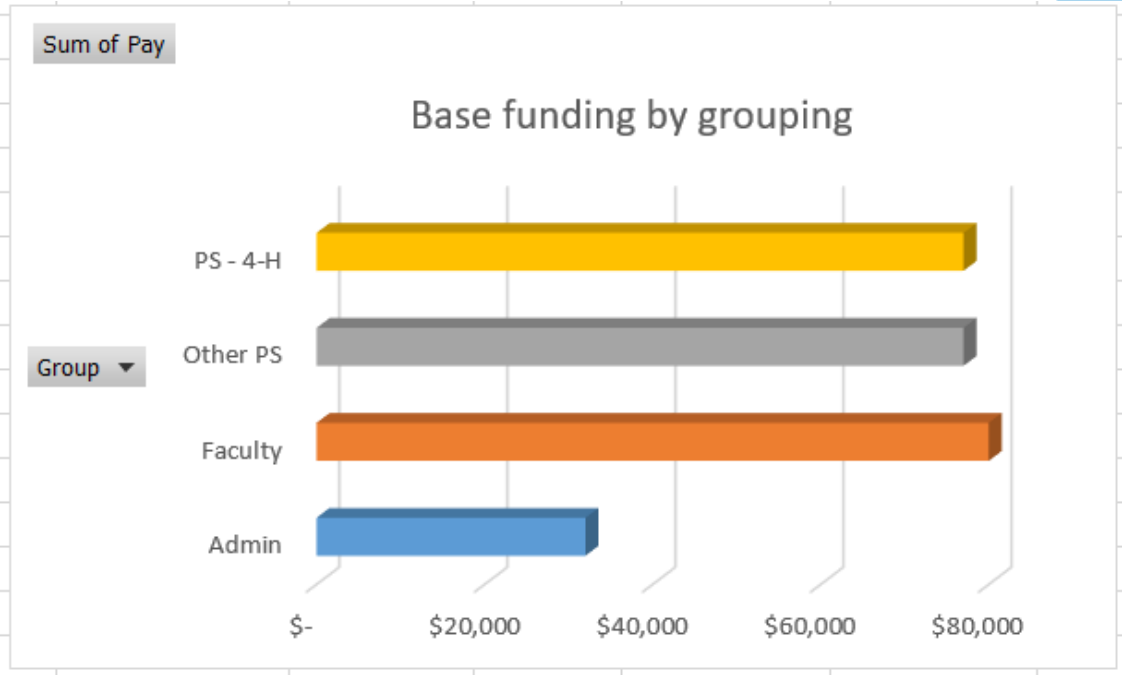
UV_PAY_ERN_DIST

PayGroup	Pay Period End	Off Cycle	Name	Home Dept	Combo Code	Earns End Dt	
	Earnings Amt	Was There a Retro?		Date Retro Entered	Retro Included in Payroll Dt		
	HCM Fiscal Year	HCM Period	FSCM Fiscal Year		FSCM Acctg Period	Account	
	Oper Unit	Dept	Fund	Source	Function	Project	Program	Purpose
	Property	Emplid	Empl Rcd #	PC BU	Project Start Dt	PRoject End Dt	Page	Line
Nbr	Sep Check Nbr	Check Nbr	Earn Code		Earnings Descr	A21 Eligible	Check Dt	

Name	Group
Edna	Faculty
Lou	PS - 4-H
Pat	Other PS
Sam	Other PS
Gurt	Other PS
Cedulie	PS - 4-H

UV_FY_ENCUMBRANCES

Name	ID	Combo Code	Sum Encumb AMT	Account	Oper Unit	Dept	Fund
	Source	Function	Project	Program	Purpose	Property	



Example A

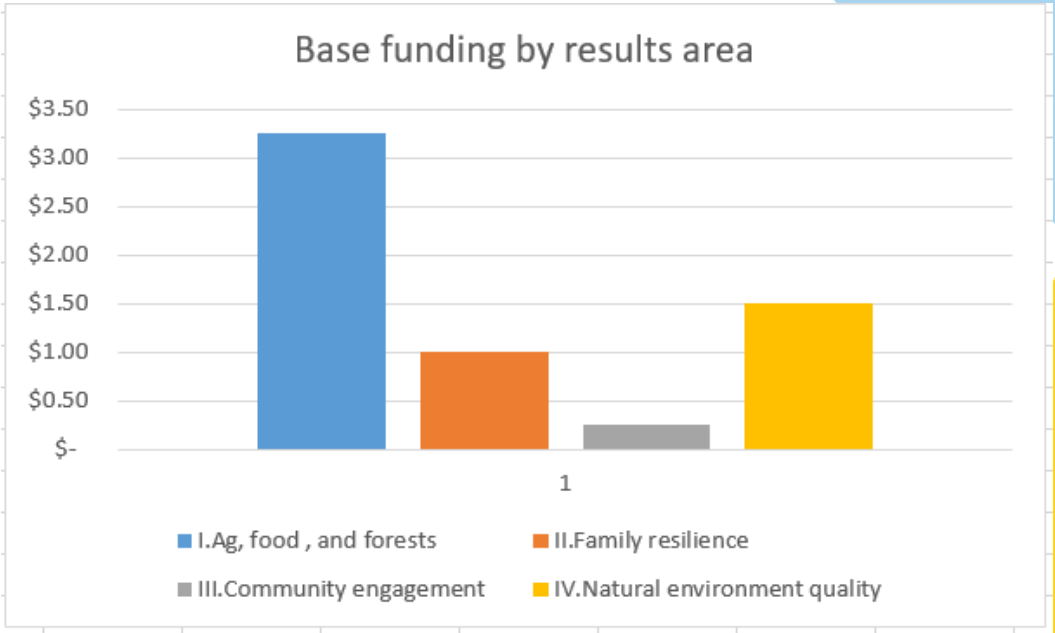
Measure how base funding is being allocated by "results area"

UV_PAY_ERN_DIST

PayGroup	Pay Period End	Off Cycle		Name	Home Dept		Combo Code	Earns End Dt	
	Earnings Amt	Was There a Retro?		Date Retro Entered			Retro Included in Payroll Dt		
	HCM Fiscal Year	HCM Period		FSCM Fiscal Year		FSCM Acctg Period		Account	
	Oper Unit	Dept	Fund	Source	Function	Project	Program	Purpose	
	Property	Emplid	Empl Rcd #	PC BU	Project Start Dt	PRoject End Dt		Page	Line
Nbr	Sep Check Nbr	Check Nbr		Earn Code	Earnings Descr	A21 Eligible		Check Dt	

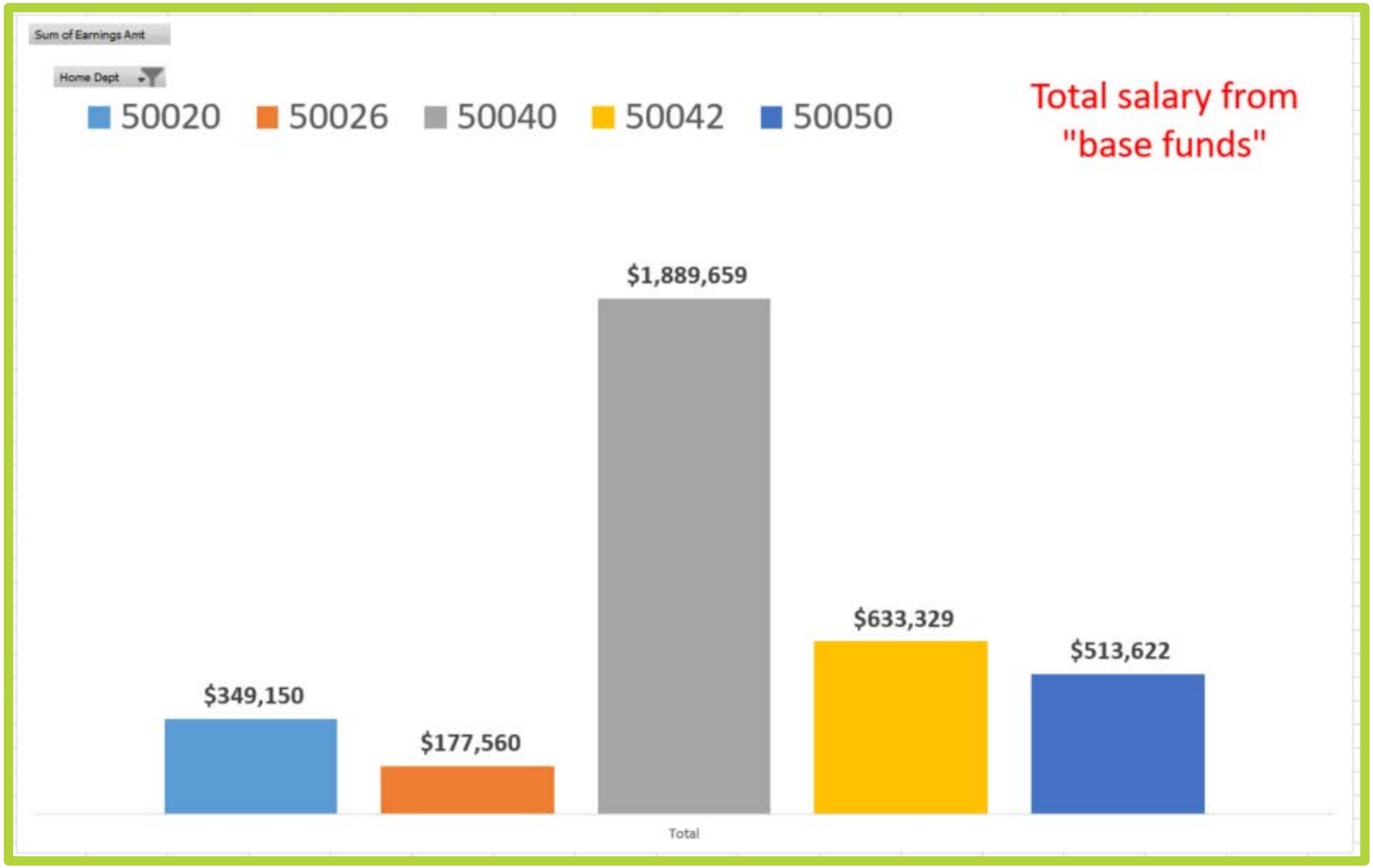
is being allocated by results area (VIA payroll)

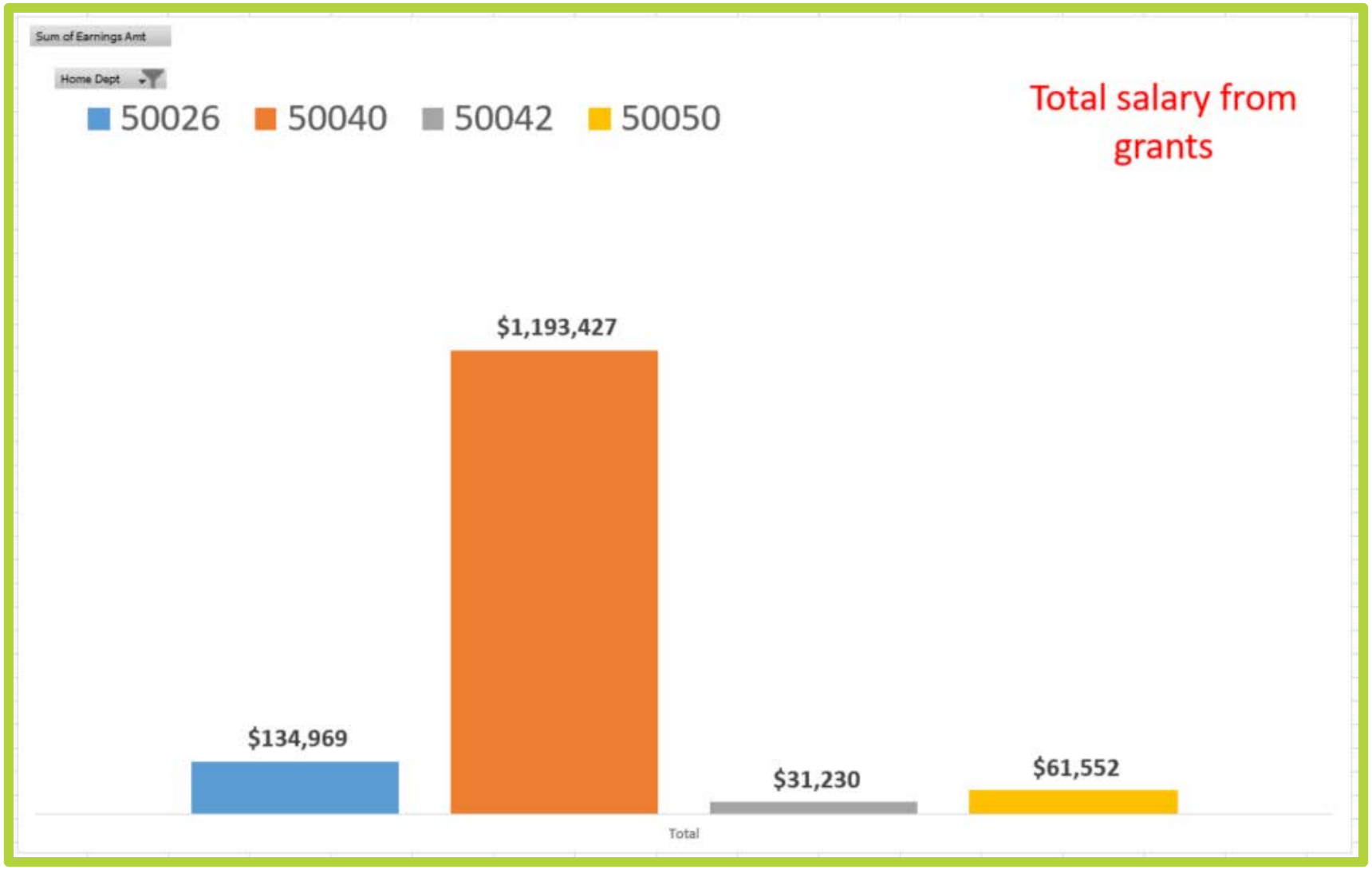
Name	I.Ag, food , and forests	II.Family resilience	III.Community engagement	environment quality
Edna	50%			50%
Lou		100%		
Pat				100%
Sam	75%		25%	
Gurt		25%	75%	
Cedulie	100%			



UV_FY_ENCUMBRANCES

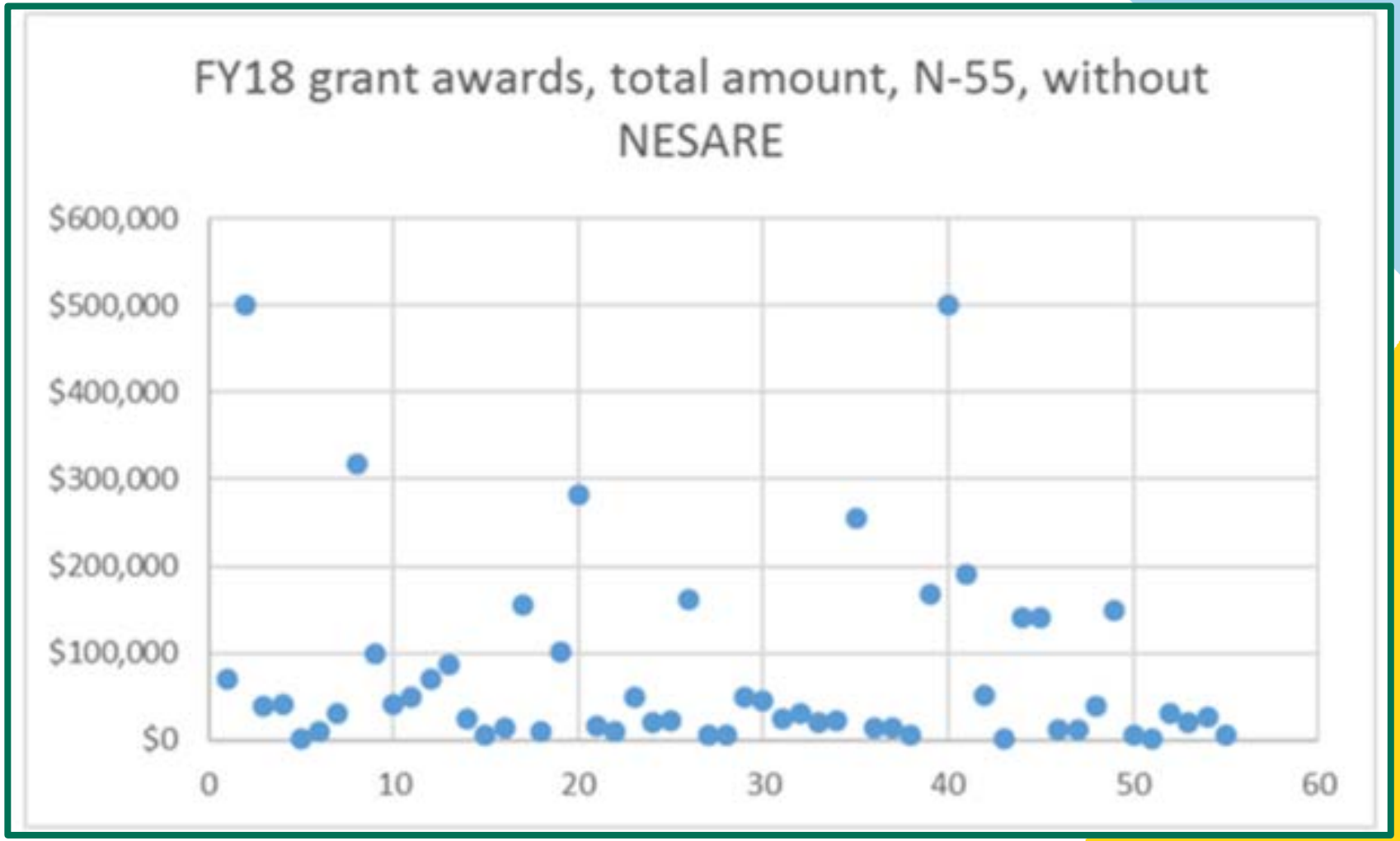
Name	ID	Combo Code	Sum Encumb AMT	Account	Oper Unit	Dept	Fund
	Source	Function	Project	Program	Purpose	Property	


Sum of Earnings Amt
Home Dept
50020
50026
50040
50042
50050
Total salary from "base funds"
$1,889,659
$633,329
$513,622
$349,150
$177,560
Total


Sum of Earnings Amt
Home Dept
50026
50040
50042
50050
Total salary from grants
$1,193,427
$134,969
$31,230
$61,552
Total

Grants
$12,000,000

Grants Will Drive You To Grant's



Reduce dependence on grants by increasing other sources of funding

Track **changing budget composition** over time with the goal of the overall budget composition reflecting greater diversification of source, increased longevity of awards, and larger grants—all critical to the long-term stability of Extension.

Increase **philanthropic funding** coming to Extension through UVM Foundation.

Explore the use of **fee-for-service models** when and where appropriate.

Develop a goal to reduce the number of grants while maintaining or increasing funding

Assess the **current spread of grant commitments** to understand the relationship between grants and the administrative cost of managing them.

Shift from 120 grants in a given 12-month period to a **smaller number** focused on advancing the result areas, generating more money, and supported by cohesive teams.

Consider a **minimum grant size** below which the Cabinet will review and determine whether to instead use the strategic investment fund.

Consider setting a **higher threshold for the minimum effort** allowed on a grant.

Develop annual goals to increase Extension's "effective F&A rate"

Track **annual average F&A** rate with the goal of increasing the effective F&A rate year over year.

GAK©
Grant Accounting Kalculator

Using tool with **RCM** drivers:

1. F&A rate, [revenue]
2. FTE and employee count, [expenses]
3. Office of Vice-President of Research levy, [expense] and
4. fund 100 (if cost share) levy [expense]

Instructions: Fill in blue cells

Date	
Project Title	
Sponsor	
Principal Investigator	
Will the F&A be split with a PI from outside Extension? (If yes, explain split)	
Are there subcontracts? (If yes, complete subcontract list below)	

Affordability Key:	
Negative revenue	<0%
Low revenue	1%–15%
High revenue	>15%

Proposal information	Data	Multiplier	Revenue and costs	Description	Formula used
A1. Total proposed award amount	$229,250	0.0361	-$8,276	**Cost:** Internal IBB fee to support Office of Vice President of Research	Award Amount x Multiplier
A2. Proposed direct costs (not including F&A or cost share) (*See line E in SPA worksheet*)	$210,000				
B. Allowable sponsor F&A rate	15.0%	$195,000	$29,250	**Revenue:** F&A (multiplier is proposed direct costs minus any subcontract "pass through" dollars that are not subject to F&A)	F&A Rate x Direct costs eligible for F&A
C1. Project start date	7/1/2018				
C2. Project end date	6/30/2020				
Number of *university* fiscal years (July 1-June 30) the award covers	2				
D. FTE of *permanent* Extension staff employed on this project (do not include faculty or other base-funded FTE). (*See column I in SPA worksheet*)	0.5	$8,837	-$8,837	**Cost:** IBB "head tax" ($8,000 per employee per year) and "FTE tax" ($837 per 1.00 FTE per year) fee.	FTE x Fiscal Years x Multiplier
E. Cost share (do not include base-funded salary) (*See columns V through AA in SPA worksheet*)	$0	0.1790	$0	**Cost:** Match needed from UVM Extension (direct expenses out of Fund 100 or 150)	Cost Share x Multiplier
F. Salary and fringe savings, where award offsets base-funded salary (do not include soft-funded 0.2 FTE for faculty) (*See column T in SPA worksheet*)	$0		$0	**Revenue:** Grant dollars that replace base dollars (e.g., within faculty 0.8 FTE)	Data entered
Total cost or revenue:			**$12,137**		
Affordability indicator:			**5%**	Cost or revenue as % of award total	Total Cost or Revenue ÷ Award Amount
Projected Research and Outreach Incentive Funds (formerly known as "BOOST"):			**$2,194**		

Subcontract list	Amount	Subject to F&A
Subcontract 1	$40,000	$25,000
Subcontract 2	$10,000	$10,000
Subcontract 3	$0	$0
Subcontract 4	$0	$0
Subcontract 5	$0	$0
Subcontract 6	$0	$0
Subcontract 7	$0	$0
Subcontract 8	$0	$0
Total	**$50,000**	**$35,000**
Total "pass through" (not subject to F&A)	**$15,000**	

Proposal information	Data	Multiplier	Revenue and costs	Description
A1. Total proposed award amount	$229,250	0.0361	-$8,276	**Cost:** Internal IBB fee to support Office of Vice President of Research
A2. Proposed direct costs (not including F&A or cost share) (*See line E in SPA worksheet*)	$210,000			
B. Allowable sponsor F&A rate	15.0%	$195,000	$29,250	**Revenue:** F&A (multiplier is proposed direct costs minus any subcontract "pass through" dollars that are not subject to F&A)
C1. Project start date	7/1/2018			
C2. Project end date	6/30/2020			
Number of *university* fiscal years (July 1-June 30) the award covers	2			
D. FTE of *permanent* Extension staff employed on this project (do not include faculty or other base-funded FTE). (*See column I in SPA worksheet*)	0.5	$8,837	-$8,837	**Cost:** IBB "head tax" ($8,000 per employee per year) and "FTE tax" ($837 per 1.00 FTE per year) fee.
E. Cost share (do not include base-funded salary) (*See columns V through AA in SPA worksheet*)	$0	0.1790	$0	**Cost:** Match needed from UVM Extension (direct expenses out of Fund 100 or 150)
F. Salary and fringe savings, where award offsets base-funded salary (do not include soft-funded 0.2 FTE for faculty) (*See column T in SPA worksheet*)	$0		$0	**Revenue:** Grant dollars that replace base dollars (e.g., within faculty 0.8 FTE)
		Total cost or revenue:	**$12,137**	
		Affordability indicator:	**5%**	Cost or revenue as % of award total
		Projected Research and Outreach Incentive Funds (formerly known as "BOOST"):	**$2,194**	

In summary

- UVM Extension's programming goals will be supported by active resource allocation based on real-time data
- May have applicability for Hatch
- "Dashboards" can be a powerful tool to show "where we are" to decision-makers
- Grants and contracts to be scrutinized as they never have before.
- Thank you!

University of Vermont

Since 1791