



Faculty Senate

Budget and Administrative Committee

Agenda for meeting of Wednesday, October 14, 2020, 2:30 p.m.
Zoom Virtual Meeting

Link: <https://ucf.zoom.us/j/91843745207?pwd=cDVldXZUc251UENROWdVNTISU3Z0QT09>
Password: BUDGET

1. Call to Order
2. Roll Call
3. Approval of minutes from
 - January 15, 2020
 - February 19, 2020
 - September 9, 2020
 - September 23, 2020
4. Select somebody to take minutes
3. Announcements and Recognition of Guests
4. Old Business
None.
5. New Business

A presentation and Q-and-A about the library budget by Frank R. Allen, Interim Director of Libraries and Ying Zhang, Acquisitions & Collection Development Librarian

A presentation on the budget of Student Accessibility Services by Adam Meyer, Director of Accessibility Services
6. Adjournment

Budget & Administrative Committee Minutes
January 15, 2020
ENG.II, Room 202A

Call to Order: Shawn Putnam, chair, called the meeting to order at 2:33pm

Attendees:

Physical: Buck, Tina (Lib); Collins, Steven (CoS); Jones, Lisa (Comm. Innov. Ed.); Milon, Wally (CoB); Ng, Boon (CoN); Putnam, Shawn (CECS); Watson, Keri (CAH); Webster, Danielle (CoHPS)

Online: Hoffman, Bobby (CCIE); Kong, Anthony (CoHPS); LaManna, Jackie (CoN); Mitchell, David (CCIE); Sugaya, Kimi (CoM); Wohleber, Ryan (CoGS); Richards, Rebeca (BP&A)

Announcement and Recognition of Guests

Shawn Putnam announced new member Lisa Jones.

Shawn Putnam introduced Frank Allen and Barry Bake, as guests from Library.

Approval of Minutes: Budget and Administrative Committee Minutes for November 20, 2019.

- Motion to approve the minutes made by Danielle Webster, seconded by Boon Ng.
- Approved unanimously.

Old Business:

- No old business items were brought forth by committee members.

New Business:

- Steven Collins made a motion to move Topic #10 first.
- Steering Topic #10 (Library Funding): Invited presentations by Frank Allen and Barry Baker.
 - Barry Baker explained their slide presentation The Library Materials Budget Challenge. She showed a list of online subscriptions and their cost. Total of \$7,506,463 is needed and it will be additional amount of \$755,885 to keep the current subscription for 2020-2021. The library is planning to cut major subscriptions, such as Science Direct. On the other hand, if the library gets more budget resources repeatedly requested by faculty but not currently available such as Nature Electronics, Gallup Poll Covidence and other can be acquired
 - Shawn Putnam questioned about how to get an article from a journal, which we do not have subscription currently. The answer was that we can get through many other ways, but all those options significantly cost more than the subscription.
 - Barry Baker suggests having increased recurring allocation for the materials budget and annual inflation built into the budget each year for long term. In short term the library requests the 2019-2020 fiscal year will defer payments for subscriptions and reduce book purchases, and requests more than \$755,885 additional fund for 2020-2021 to meet the projected obligations to keep all subscriptions and avoid content loss.
- +++ questioned that what is the total budget relative to the material budget.

Frank Allen explained that all other budget such as salary has been paid by the university as necessary and they did not have the information about the total budget.

- +++++ questioned how our budget and usage were situated among the top 4 universities FL.
 - Frank Allen answered that UF had the largest budget for the materials and it is \$14 M. For the usage they do not have information.
 - +++++ questioned if those universities get the library budget from research, such as indirect costs from grants.
 - Frank Allen answered that UCF library was getting \$10,000 from the office of research. UF was receiving several millions of dollars from their grants, though this may be outlier. Committee member suggested to consider using the indirect costs from grants to support the library budget.
 - Steven Collins questioned who were controlling library budget.
 - Barry Baker answered the library budget was coming through information technology and resources.
 - Rebeca Richards explained that FL state cut the budget across the board and those cut came down to each division according to their budget size, and the budget cut was decided by the provost without any committee. The university budget committee has not met for the last 4 semesters because they only discuss about the new budget and there was no new dollar to come in.
 - Shawn Putnam summarized and asked the committee members volunteer to continue communicating with library to get more information and investigating this issue. Tina Buck and +++++ volunteered.
- Steering Topic #25 (Admin-to-Instructional Cost Ratios): Brief overview on task progress, financial data, and future plans
 - Tina Buck reported admin-to-instruction cost ratios. She ran comparisons on the How Colleges Spend Money site. One is between UCF and some peers, the other is between the large FL universities. They show that UCF's admin to instruction cost is a bit higher on average than others. There's not much detail to dig into and the latest data is 2016.
 - Shawn Putnam pointed out that we are top 14 out of those 115.
 - Tina Buck further looked into the administrator salary and found some of them were quite high. She questioned why the salary was paid not just from educational and general but from auxiliaries.
 - Rebecca Richards explained that University administrators cannot compensate no more than \$200K from Educational and General budget by Florida state statute.
 - +++++ pointed out that it seemed not much different if we compare the number among the university though it was a significant difference when we at the ratio.
 - Ryan Wohleber explained [the latest State University of Florida operating budget](#) he sent.
 - Ryan Wohleber asked Shawn Putnam to make summary of this topic in the next B&A meeting.

Other Business:

- Ryan Wohleber asked committee members to send names whom they wanted to invite to the committee for any of the topics.

Adjournment:

- There being no further business a motion was made by ++++++ and seconded by +++++++ to adjourn the meeting at 3:44 pm.

Budget & Administrative Committee Minutes
February 19, 2020
ENG.II, Room 202A

Call to Order: Shawn Putnam, chair, called the meeting to order at 2:34 p.m.

Attendees:

Physical: Collins, Steven (CoS); Jones, Lisa (Comm. Innov. Ed.); Milon, Wally (CoB); Ng, Boon (CoN); Putnam, Shawn (CECS); Richards, Rebeca (BP&A); Joseph Trubacz (CFO)
Online: Hoffman, Bobby (CCIE); Kong, Anthony (CoHPS); Mitchell, David (CCIE); Wohleber, Ryan (CoGS);

Announcement and Recognition of Guests

- No announcements brought forth by committee members.
- Shawn Putnam introduced Joseph Trubacz, Interim Chief Financial Officer, as guests.

Approval of Minutes: Approval of the January 15, 2020 Budget and Administrative Committee Minutes was postponed until the March 18, 2020 meeting due to lack of a quorum.

Old Business:

- No old business items were brought forth by committee members.

New Business:

- Steering Topic #10 (Library Funding): Shawn Putnam reminded the committee members of the update he sent to the committee on February 19, 2020 at 2:11 p.m. There were no other updates brought forth by the committee members.
- Steering Topic #25 (Admin-to-Instructional Cost Ratios): There were no updates brought forth by the committee members.
- Overview presentation by B&A Ex Officio member, Ms. Rebeca Richards, on UCF's Budget Model Redesign and Steering Committee Meetings.
 - Rebecca Richards shared that there is a University Budget Redesign Committee that has met approximately seven times thus far. The charge of the committee is to recommend a collaborative, transparent and inclusive budget allocation model for the university.
 - Rebecca Richards shared that an email went out to the campus community about the Budget model Redesign Initiative and there is a website that provides information (<https://fa.ucf.edu/ucforward-budgetredesign/>).
 - Rebecca Richards shared that the committee consists of 18 members and is co-chaired by Kristie Harris, Associate Vice President of Financial Affairs, and Dr. Paul Jarley, Dean, College of Business.
 - Rebecca Richards shared that Huron Consulting Group will be consulting with the committee and the university leaders on this endeavor.

- Rebecca Richards shared that some key things being considered such as the fact that currently all revenues sit centrally and examining new strategies for how funding is allocated to colleges. She indicated that the first meetings were to increase understanding UCF's budget and examine what other universities have done. She shared that the next steps for the committee is to iron out decisions and make recommendations.
- Joseph Trubacz emphasized the focus on enhanced transparency with the new model and that the new model will most likely be a modified Responsibility Center Management (RCM) model.
- A question was raised from a committee member regarding what transparency means in this context. Joseph Trubacz responded that it will be easier to see where the revenue is coming from, how the funds are allocated, and why allocations were made (advance certain strategic priority areas).
- A question was raised from a committee member regarding ensuring that there was transparency at all levels; not just at the university level but within every College as well.
- A recommendation was made that elicit direction from Huron as to how to build in processes or procedures to ensure transparency at the College level.
- A recommendation was made that Colleges form college-level steering committees consisting of diverse faculty (rank, demographic, etc.) to provide insight and input on college-level budget decisions before decisions are made. The example was used that if each College is required to develop a plan to utilize its allocations, then this steering committee would be engaged from the beginning.
- A question was raised to Joseph Trubacz from a committee member regarding what would success look like at the end of his initial contract period. Joseph Trubacz responded that he has a list and would have brought it had he known this would be a question. HE went on to share a couple of accomplishments that he hopes are realized including the new budget model completed, a new ERP system launched that enhances customer service, increase efficiency and effectiveness. HE acknowledged the great work of F&A and added that a goal is to increase morale of the F&A team.
- A question was raised from a committee member regarding how will service be achieved when many people are doing multiple jobs. Joseph Trubacz responded by saying that he may employ process mapping and culture change strategies to streamline and reduce any unnecessary or redundant steps in processes.
- Joseph Trubacz shared that there will be a period of time where the current and the new model will be compared to see allocations for the two different models.

Adjournment:

- There being no further business a motion was made by Wally Milon and seconded by Steven Collins to adjourn the meeting at 3:27 pm.



Faculty Senate

Budget and Administrative Committee

Minutes for meeting of Wednesday, September 9, 2020, 2:30 p.m.

Microsoft Teams Virtual Meeting

1. Call to Order
2. Roll Call
 - a) *Luca Argenti, Pamela Baker, Steve Collins, Nyla Dil, Bobby Hoffman, David Mitchell, Miss Murphey, Nina Orlovskaya, Pamela Thomas, Keri Watson, Danielle Webster, Tina Buck, Sandra Galura, Jackie LaManna, Wally Milon, Konstantine Vodopyanov, Rebeca Richard, Joseph Trubacz.*
3. Announcements and Recognition of Guests
 - a) *None*
4. Old Business
 - a) *None*
5. New Business
 - a) Select a Volunteer to Take Minutes
 - i. *Collins volunteered himself when nobody else did.*
 - b) Overview of ERP (Enterprise Resource Planning) Vendor Selection Process – *Michael Sink, Associate Vice President and IT Chief Operating Officer*
 - i. *\$50 million has been set aside to cover Phase 1 of implementation and (it's hoped) part of Phase 2.*
 - ii. *Phase 1 will take 24 months and will focus on financial and HR systems. Phase 1 should go live in Fiscal 2023. Phase 2 will consider student-facing applications.*
 - iii. *The license cost is based on the size of the university and the complexity of the project.*
 - iv. *Of the available options there are only two vendors with the size and experience to handle a project of UCF's size: Oracle and Workday*
 - v. *Approximately 500 people attended software demonstrations and feedback has been sought from universities using both. Either option would be better than the current system, but the goal is to decide which of the two better meets the university's needs.*
 - vi. *Initial bids are expected within two weeks, which will then kick off intense negotiations to ensure UCF is getting the best price.*
 - vii. *In addition to hiring a vendor, a consulting firm will be hired to help with implantation.*
 - viii. *An estimated 30 or 40 employees may focus fulltime on implementation, which will require temporary hires to handle the work currently being done by those employees.*
 - ix. *It will be important that the software is configured in a way that makes sense, and this committee has a role to play in providing input on that aspect.*
 - c) Overview of University Budget – *Joseph Trubacz, Interim Chief Financial Officer and Rebeca Richards, Senior Assistant Vice President, Academic Budget Planning and Administration*
 - i. *The university has adopted a new budget model that is incentive based rather than incremental. We're currently in a parallel year. The operating budget is \$1.9 billion.*

- ii. Summer and fall enrollment were above projections, leading to approximately \$12 million more in revenue than originally projected.*
- iii. 6% (\$19.3 million) of the budget has been held back. Whether or not that money will be released depends on what the state legislature does later in the year.*
- iv. The BOG has asked universities to do a budget reduction activity for a 8.5% (\$41.3 million) cut in the current year*
- v. Mr. Trubacz said the university has enough money to cover budget reductions this year if necessary. Asked about the following year, he said that's dependent on things not yet known, including whether students continue to return at a high level. He described the ERP system as a "once in a career" opportunity to change how things are done.*

6. Adjournment



Faculty Senate

Budget and Administrative Committee

Minutes for meeting of Wednesday, September 23, 2020, 2:30 p.m.
Zoom Virtual Meeting

1. Call to Order: Steven Collins
2. Roll Call
 - a) *Luca Argenti, Pamela Baker, Steve Collins, Nyla Dil, Bobby Hoffman, Hans Hagglund, David Mitchell, Missy Murphey, Nina Orlovskaya, Pamela Thomas, Keri Watson, Danielle Webster, Tina Buck, Sandra Galura, Jackie LaManna, Wally Milon, Konstantine Vodopyanov, Rebeca Richard, Joseph Trubacz*
3. Approval of Minutes – Motion to table the vote to approve minutes till next meeting – Nina Orlovskaya / motion was seconded.
 - January 15, 2020
 - February 19, 2020
 - September 9, 2020
4. Select Volunteer to Take Minutes – Sandy Galura
5. Announcements and Recognition of Guests
 - a) *None*
6. Old Business
 - a) Questions for Joseph Trubacz, Interim Chief Financial Officer and Rebecca Richards, Senior Assistant Vice President, Academic Budget Planning and Administration in follow-up to last meeting's budget overview.
 - Will slides be made available? - They will be made available on the website or sent out to the committee.
 - Concerns expressed over cuts to the library databases, Endnote, Covidence critical to support growing programs and increased student enrollment. The following additional information was provided by Rebecca, Joe, and Tina Buck:
 - What has been brought forward is a 3% cut across everyone – all departments with a potential additional 3% cut from non-academic units, potentially impacting the library with a cut of 6%.
 - Governor vetoed the Interlibrary Loan Program funding.
 - Provost has met with all academic units – redistributions that could improve a cut on the library have not been finalized.
 - Does the library negotiate the costs with publishers?
 - Pricing is a tiered system based on several factors including the size of the university, research level.
 - Packages come in negotiated bundles.
 - Teams of librarians work with publishers to negotiate prices.
 - Invitations have been extended to Frank Allen from the library and Mike Sink from

IT to discuss further in future meetings.

- b) Addition budget discussion focused on the calendar for budget – answers were provided by Rebecca Richards
- Budget is developed in Spring (May/June).
 - Approved by the Board of Trustees prior to July.
 - First of the academic year, operating budget/initial allocations provided.
 - Temporary allocations trued up (September/October) – these are usually related to positions.
 - Cash is distributed on a biweekly basis from the state
 - Unique to 2020-2021, the state is holding back 1 ½ % per quarter= 6%; if nothing is done with this 6% holdback, we will get this money back in June
 - Lottery monies distributed to universities in March

7. New Business

- a) Initial discussion of topics to be considered this year and setting the committee's priorities. Topics include, but are not limited to:
- i.* Library budget – see above discussion
 - ii.* Monitoring Enterprise Resource Planning System Upgrade
 - Two questions were posed:
 - Who will be the primary users of the new ERP system?
 - What model was used to calculate the impact/return on investment? Answer provided by Joseph Trubacz – primarily working with two vendors – Oracle and Workday. Each company calculates costs slightly differently. We were quoted 100 million which we new would be excessive. Proposal presented to the UCF Board of Trustees that was approved was for 50 million of which will come from carryforward dollars. Currently UCF still trying to negotiate down – it is hoped in another month the final amount will be firm with the goal of final costs to be under 50 million.
 - The intent is for data to be available out of the new ERP by June/July 2020.
 - iii.* Summary Salary Procedures
 - Concerns expressed over processes and mechanisms around summer funds /timing of assignments/expectations of faculty.
 - Some units have 12 -month plans of study. Uncertainly persists until late in the spring around summer assignments/salaries.
 - Comments provided by Rebecca:
 - Summer practices vary across units – processes are decentralized with ultimate decisions made by the Dean of the department.
 - Much of the summer costs are covered by carryover and are not a regular budgeted item.
 - Given student growth, 12-month plans of study, should be occurring as a regular budget item.
 - iv.* A new policy for carry-forward money
 - Steve sits on the broader university Budget Committee which will be recommending a new policy.
 - Committee members are asked to each get with leaders in your college to get input /recommendations for carry over.

- Need a policy in place, that is adhered to, so colleges can plan accordingly rather than be faced with uncertainty and variation.
 - Intent of carry-over is for one-time purchases (such as ERP); cannot be used for salaries.
- v. Other topics of interest to the committee
- Concern expressed over the limited resources in proportion to growing student needs.
 - Department supported by student workers with frequent turnover.
 - Intent is to invite Department Head Adam Myer to a future meeting to assess the budgetary needs of the department.
- vi. Miscellaneous Questions:
- Plans for new buildings?
 - Continuing education department – is there a budget for organizing conferences.