

# MEMORANDUM

**Date:** September 9, 2019  
**TO:** Budget and Administrative Committee  
**FROM:** Shawn Putnam  
Chair, Budget and Administrative Committee

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Meeting Date: Wednesday, September 11, 2019  
Meeting Time: 2:30 – 3:30 p.m.  
Meeting Location: Engineering II, room 202A

## A G E N D A

1. **Call to Order**
2. **Roll Call**
3. **Approval of Minutes of *March 20, 2019***
4. **Announcements and Recognition of Guests**
5. **Old Business**
  - Resolution 2019-2020 Creative School for Children
    - formality for new B&A committee members to review/approve corresponding resolution
6. **New Business**
  - Overview of UCF's Legislative Budget Process– *Dennis Crudele*
  - Overview of UCF's Academic Budget Process – *Rebeca Richards*
  - Discuss potential topics (of interest to UCF body) for future B&A Meetings / Agendas
7. **Other Business**
8. **Adjournment**

**Budget & Administrative Committee Minutes**  
**March 20, 2019**  
**CSB Room 221**

**Call to Order:** Kimi Sugaya, chair, called the meeting to order at 2:30 p.m.

**Attendees:** Kimi Sugaya (COM), Bobby Hoffman (CCIE), Timothy Bottoroff (LIB, skype), Anthony Kong (CCIE, phone), Shawn Putnam (CECS), Lynda Dennis (CBA), Boon Peng Ng (CON)

**Approval of Minutes:** Minutes of January 16, 2019 were approved.

**New Business:**

Should we create a resolution for administration to consider regarding Creative School for Children (CSC) expansion?

Discussion notes:

- Some suggestions that we do not seem to have found sufficient justification to advocate for UCF expanding the CSC.
- School hasn't been renovated in a long time (building from 1976 probably needs to be replaced due to increasing maintenance costs).
- Is there a benefit to the faculty in recommending that UCF commit funds to help expansion?
- Some of the discussion revolved around what kind of recommendation/resolution we should make
  - Assessment of our current understanding and acknowledgement by the faculty that a problem exists?
  - A recommended action?
- Some concern that a recommendation to invest funds into CSC building replacement could be viewed negatively by the state legislature at this point in time, particularly given recent issues related to building expenditures. (although it was pointed out that the university does have a way forward to fund needed building expenses)
- Our recommendation to the university may not stipulate immediate action is needed, but rather awareness by faculty of the problem, an assessment, and recommendation
- February 28 was the last day to submit a budget resolution – so our resolution will be for next year. May need to continue discussion next year
- Suggestion that UCF should consider the possibility of CSC expansion but via outsourcing to a private firm as a potentially more feasible option than current UCF funding model
- In addition to faculty, more students want access to CSC and it was originally intended to help students with childcare needs
- There is increasing demand but the facility is getting older.
- Private companies may be interested in bidding to increase the size of CSC.
- CSC also has a mission of training and research related to childcare and education

- These aspects of CSC mission could also be part of contract with external partner
- Faculty demand is high, with many faculty on the wait list. Demand is due largely to
  - 1) proximity to save faculty time and increase productivity
  - 2) there are close relationships between UCF and the CSC to do research on education
- Putting out to bid could still prioritize these services. If the primary objective is to serve students, then CSC might be considered a public good, but if the primary objective is to serve faculty, then it could be considered a private good and thus appropriate for private contract
  - Point: although intended to serve students, this is only financially feasible if enough faculty also pay to use CSC
- Infrastructure has grown around UCF since CSC originally created, but CSC has not grown enough to keep up with need. But for Lake Nona & Downtown campus, previous decisions were made not to invest in certain areas since infrastructure already existed in those areas to address some needs.
- Last assessment of CSC was in 2007, so we're basing recommendations on old data. So part of recommendation might be for UCF to do another needs assessment
- Initial idea for our discussion was as a selling point to attract young faculty. It is unclear to what extent this is a significant incentive to attract
- Decision to table discussion for now and next year's committee can collect more information. In particular should a 3<sup>rd</sup> party be considered to expand to meet growing need?
- Our resolution will be a list of observations about current status of CSC, our understanding of needs for expansion and what would be gained from additional UCF financial commitment. We still don't feel we have enough information to make a strong recommendation to the university for how to proceed, aside from gathering additional information for discussion next year. Our report to the university will reflect the faculty's assessment that there is a problem and a need for additional expansion. The method for addressing this will need further consideration.
- Kimi will draft recommendation/report and circulate to committee members for editing.
- Next steering committee meeting is April 4, so our recommendation should be submitted by April 1.

Adjournment: The meeting adjourned at 3:30 p.m.

1                                   **Resolution 2019-2020-X Creative School for Children**  
2

3   **Whereas**, the Creative School for Children provides child care for kids with the  
4 following enrollment priority (1) UCF enrolled Students with 6 credit hours or  
5 more. (2) UCF Employees of any rank (3) UCF Alumni Community member (4)  
6 Community members; and

7   **Whereas**, the Creative School for Children provides opportunities for university  
8 students to receive experience and training in working with young children; and

9   **Whereas**, the Creative School for Children provides opportunities for faculty and  
10 graduate students to conduct educational research; and

11 **Whereas**, Current enrollment of the Creative School for Children is 115 with a  
12 long waiting list; and

13 **Whereas**, the Creative School for Children building was built in 1976 (renovated  
14 during 1981 and 1994), and requires an average of \$100,000 each year on  
15 maintenance fees; and

16 **Whereas**, Currently UCF has more than 68,000 students and more than 13,000  
17 employees while it had about 25,000 students and less than 7,000 employees in  
18 1994; therefore

19 **Be it resolved** that the proper administrative unit of UCF review the facility and  
20 financial situations of the Creative School for Children and investigate alternative  
21 means for the Creative School for Children to meet the demand of current UCF  
22 students and employees.

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3   **Whereas**, the Creative School for Children (CSC) provides child daycare for the  
4 children of (1) UCF enrolled Students with 6 credit hours or more. (2) UCF  
5 Employees of any rank (3) UCF Alumni Community members, and (4) non-UCF  
6 affiliated Community members (listed in terms of the CSC's  
7 registration/enrollment priority, respectively); and

8   **Whereas**, the Creative School for Children (CSC) provides opportunities for  
9 university undergraduate and graduate students to receive experience and training  
10 in working with young children; and

11 **Whereas**, the Creative School for Children (CSC) provides opportunities for  
12 faculty, post-doctoral researchers, and graduate and undergraduate students to  
13 conduct educational research; and

14 **Whereas**, Recently in October 2018, the Creative School for Children (CSC)  
15 secured its first Federal CAMPIS grant that supports low-income parents in  
16 postsecondary education through the provision of campus-based child care services  
17 (1 million dollars over 4 years); and

18 **Whereas**, the Current Enrollment of the Creative School for Children (CSC) is 115  
19 children with an annual average of 108 children per year for the past five fiscal  
20 years with slight variations semester-by-semester based on each child's enrollment  
21 status (full-time enrollment, part-time enrollment, and child's age-group); and

22 **Whereas**, the Current Waiting List for the Creative School for Children (CSC) is  
23 148 children, where the Waiting List in the previous fiscal years (FY) was 255,  
24 214, 168, and 123 for FY14-15, FY15-16, FY16-17, and FY17-18, respectively  
25 which shows that the Waiting List has scaled inversely with the UCF student  
26 population; and

27 **Whereas**, the Creative School for Children (CSC) is only internally supported for  
28 operation via UCF's Capital Improvement Trust Fund (CITF) with a FY17-18  
29 CITF value of approximately \$360,000 that is annually adjusted based on student  
30 enrollment; and

31 **Whereas**, any supplemental funding required for operation of the Creative School  
32 for Children (CSC) has been historically covered (in surplus) via a weighted  
33 daycare fee-structure (lowest-to-highest) for the children of UCF students, UCF  
34 employees, UCF Alumni, and non-UCF affiliated Community members; and

35 **Whereas**, Currently the Creative School for Children (CSC) has personnel costs of  
36 approximately \$933,000 that supports 7 daycare classrooms (on average 16  
37 children per classroom) and generates approximately \$962,000 per year; and

38 **Whereas**, the Creative School for Children (CSC) building (Location ID: 24  
39 Abbreviation: CSC1) was built in 1976 (renovated during 1981 and 1994), and has  
40 incurred the corresponding Maintenance Costs and Auxiliary Overhead Fees of  
41 \$71,000 and \$67,027, \$286,000 and \$73,807, \$77,000 and \$109,617, \$123,000 and  
42 \$121,048, and \$60,816 and \$126,612 for FY14-15, FY15-16, FY16-17, FY17-18,  
43 and FY18-19, respectively; and

44 **Whereas**, Currently UCF has more than 68,000 students and more than 13,000  
45 employees while it had in 1994 (the year of the last renovation) about 25,000  
46 students and less than 7,000 employees and in 2007 about 48,000 students and also  
47 less than 7,000 employees; and

48 **Whereas**, the 2007 Assessment for UCF's child daycare concluded that the  
49 Creative School for Children (CSC) should accommodate approximately 248  
50 children of the 48,000 UCF students in FY07; and therefore

51 **Whereas**, Recently the Creative School for Children (CSC) has internally assessed  
52 and generated plans for either (a) the renovation of the existing or (b) the  
53 construction of a new CSC facility in the amounts of (a) \$2.5 million or (b) \$7  
54 million, respectively to facilitate an additional (a) 5-10 or (b) 17 classroom spaces  
55 for approximately an additional (a) 70-140 or (b) 238 children; and

56 **Whereas**, the Creative School for Children (CSC) has prioritized either (a) the  
57 renovation of the existing or (b) the construction of a new facility to expand  
58 daycare to infants, toddlers, 2 year olds, and 3year olds, respectively; and

59 **Whereas**, the Creative School for Children (CSC) has assessed that the current  
60 landsite location of the CSC facility is sufficient for either (a) the renovation of the  
61 existing or (b) the construction of a new facility; therefore

62 **Be it resolved** that UCF both allocate the proper funding and create an  
63 implementation unit for either independently or by combination thereof (1)  
64 renovate the current CSC facility to reduce maintenance and auxiliary overhead  
65 fees, (2) renovate the current CSC facility to facilitate an additional 5-10  
66 classrooms (70-140 children), and (3) construct a new CSC facility to support a  
67 total of 24 classrooms (approximately 333 children, total) to meet the demand of  
68 current UCF students and employees.

**Commented [SP1]:** Note:  
<https://ikm.ucf.edu/files/2018/10/04.01-Employees-2017-18.pdf> indicates about 8,000 employees in Fall 2017.

**Commented [SP2]:** May want to add an Whereas, ...  
corresponding to the Harvard study that show increased  
productivity of faculty given on-campus daycare.

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