

University Budget Committee Minutes

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| Meeting Date: 27 Jan 2021 | |
| Meeting Topic(s): Discussion with Dr. Kitty Wetherington, Associate Vice Chancellor for Human Resource, Prioritization and Timeline of UBC Landing Page (Appendix A of Agenda), Senate Chair Dr. Purificación Martínez update on the Fiscal Sustainability work | |
| Attendees, Members: Dr. Uduak Akpan, Dr. Molly Jacobs, Dr. Holly Wei (Chair), Dr. Cindy Elmore, Steve Garrett (Secretary), Dr. Page Varnell (Vice Chair), Dr. Jennifer McKinnon | |
| Ex-officio Members: Ms. Stephanie Coleman, Ms. Wendy Sergeant, Dr. Gary Venderpool, Dr. Becky Welch, Dr. Susan Chapman, Senate Chair Dr. Purificación Martínez, Tucker Robbins | |
| Attendees, Guests: Dr. Kitty H. Wetherington | |
| Meeting Purpose(s): Information gathering with Dr. Kitty Wetherington, UBC landing page update, and an update on the fiscal sustainability effort. | |
| Objectives/Outcomes: We had a productive discussion with Dr. Wetherington, prioritized and listed our objectives for the website, and reviewed the status of the Fiscal Sustainability project | |
| Agenda Item #1 | Approval of minutes from prior meeting |
| Options/Points Raised: | Motion and second to approve revised minutes |
| Decisions or Recommendations: | Approved revised minutes |
| Agenda Item #2 | Presentation by Dr. Kitty Wetherington, Q&A with committee members |
| Options/Points Raised: | <p>See notes for more details. The initial topics covered in the presentation were an ECU Workforce summary and review, 2020 Engagement Survey results, and an assessment of Workforce wellness efforts.</p> <p>Questions and Topics</p> <p>What is the effect we have felt on staffing changes in your area? What are you doing to work through the effective reductions?</p> <p>Classification and Compensation and how it drives hiring contractors vs. permanent personnel; potential process improvements for the hiring process; training availability for support staff.</p> <p>Decentralization vs. Centralization</p> |

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| Decisions or Recommendations: | For the various specific issues, suggestions generally related to process improvements, greater communication of existing resources (flow / decision charts, training for support staff, etc.), and spreading awareness of the “experts” for common problem areas. |
| Agenda Item #3 | UBC Landing Page |
| Options/Points Raised: | <ul style="list-style-type: none"> a. UNC System Unified Reporting Project will eventually provide what we need. b. Expenses and Budgets are easier to display and explain than Revenues. As we heard last year, the Revenue models are very complicated. c. What we can do quickly – listed in order of their appearance on the Agenda Appendix A <ul style="list-style-type: none"> 1. State appropriations history – available to implement. 2. Budget Forecast – will depend on the system project; should table for now. 3. High-level summaries – data is available; we need to clearly define the historical requirements (our initial request is 5 year) 4. Budget Timeline – new Chancellor needs to have input before we can complete this step. 5. Tuition and Student Fee history – available to implement. 6. Link to Faculty Senate Budget Committee page – available to implement. 7. Link to Fiscal Sustainability Committee charge or page – available to implement. d. Decisions and implementation requirements – <ul style="list-style-type: none"> 1. Where should we locate the page? 2. What can we do to make it easy to find on-line? <p>Overly simplified Implementation plan –allocate personnel resources to compile the results, create the charts and graphs, and build the website.</p> |
| Decisions or Recommendations: | Ms. Coleman to continue to work on this with her department. |
| Agenda Item #4 | Fiscal Sustainability Update |
| Options/Points Raised: | <p>There are sub-committees for multiple areas – Enrollment, Faculty Workloads, and Consolidation – that are formed and include faculty members.</p> <p>There is a proposal to evaluate how the University compensates for summer teaching, with a corresponding sub-committee. We need to determine the effect this may have on faculty members in the different Colleges. Senate Chair Dr. Martínez asked for volunteers to join this sub-committee. Dr. Elmore and Dr. Thompson signed up for this service opportunity as representatives of the UBC.</p> |

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| Decisions or Recommendations: | Continued UBC member participation in the sub-committees and on-going communication with the main committee via Senate Chair Dr. Martínez. | |
| Action Items | | |
| Task to Be Done | Person Responsible | Due Date |
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Freeform Notes and Appendix A from Agenda

▼ Participants (12) ×

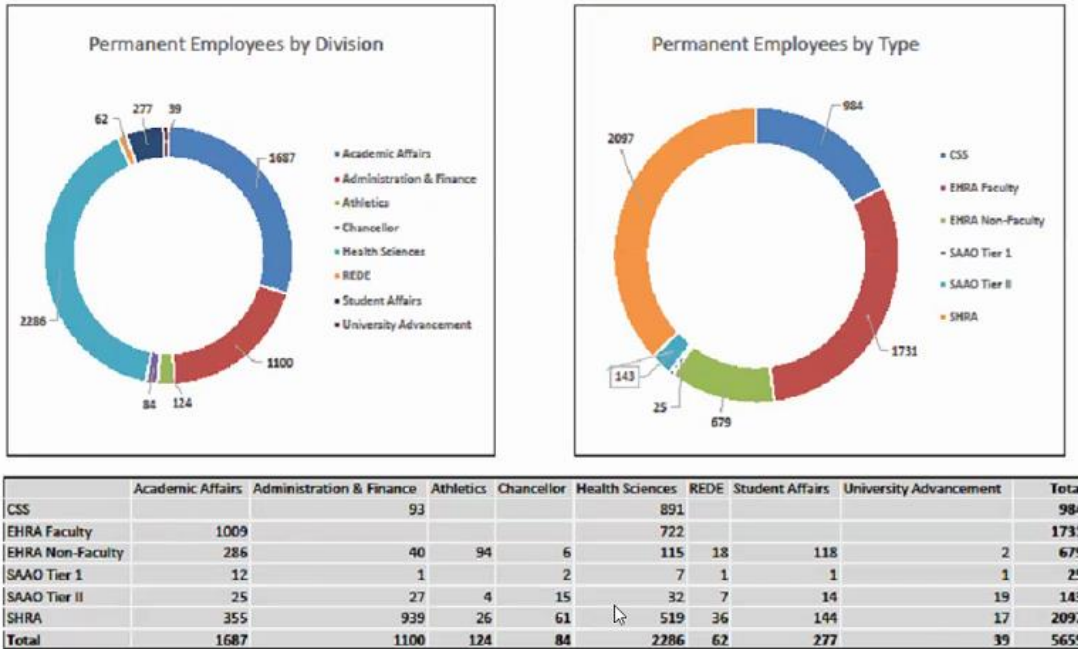
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Dr. Kitty Wetherington – Started with a PPT / Overview about ECU HR organization.

Approx. 56 employees – Admin, Benefits, classification and comp, employee relations, RH info systems, learning and org dev, and health sciences HR (I missed one)

ECU workforce summary

ECU Workforce Summary (as of 12/6/2020)



CSS - Clinical Support Staff

EHRA - Exempt from the State Human Resources Act

SHRA - Subject to the State Human Resources Act

SAAO - Senior Academic and Administrative Officer

REDE - Research, Economic Development, and Engagement

2020 Engagement survey results – 2nd survey in a series (next in 2022). We can look at Employee Engagement website for ECU results.

Discussion of workforce wellness, particularly considering the pandemic. We have multiple resources available, including ComPsych, Well-Being Collective, Wellness Institute, Work-Life Balance resources (leave flexibility), and Covid-19 Resilience Resources

Review of our questions

1. Staffing changes – have chosen to *not* fill openings, but not additional cuts in staffing; subject to same hiring freezes / need specific approval to hire for openings / strategic backfilling choices to only replace essential employees.
 - a. Hardest hit areas – Benefits and FMLA, HR, and HR IT areas had the most impact, due to additional workload and greater demands for output
2. HR review efficiency and services – no official review; they try to be optimal stewards and look for the best bang for the buck; continuous improvement mindset. They are using interim positions and backfill with existing staff as much as possible.

3. Hiring and subcontractors – Dr. Wetherington asked for more information and clarification before trying to address the questions.
 - a. Dr. McKinnon responded that their department was having trouble deciding if they should go sub-contracting or permanent. Sometimes the positions for new hires were not what they expected – classifications, benefits allowed, and so forth. Her department may need more training or for the information sources to be easier to find.
 - i. Ms. Wendy Sargent addressed the process of classification and described the assessment process. Formed a class & comp sub-committee to try to address this problem. Output was a document Ms. Sargent described as “modules” (a step-by-step process for how to determine the correct classification). This is not an uncommon situation. Can we have Ashley’s contact information in case we need additional information?
 - ii. Mary Farwell might be another good resource.
 - iii. EHRA is the preferred output, but it’s all about the results of the class & comp analysis. Suggest that the department add training for faculty in grant / proposal writing to have the hiring information slotted correctly from the start.
 - iv. Overall, it appears that we could develop more standardized processes and procedures that might head off these problems.
 1. Purchasing department has a contractor vs. employee determination chart – based on
 - a. Financial control
 - b. Behavioral control
 - c. Another control
 2. Ms. Stephanie Coleman will send the link from the Purchasing Department to the committee
 3. Dr. McKinnon asked if there was training available for admins –
 - a. Ms. Sargent said that their department (pre-COVID-19) did monthly training sessions for support staff.
 - b. The sub-contractor vs. employee decision training isn’t readily available; there is a rule-of-thumb: if it’s a ‘job’ (i.e., someone can be recruited), then it’s not a sub-contractor and should be an employee.
 4. Dr. Wetherington – first issue is employee vs. sub-contractor, then how should the person be compensated and what should be included in classification and comp.
 5. Each item has a different SME in different offices – that makes it hard to navigate.

6. Again, seems like we need a streamlined process to figure out how to resolve this issue with a roadmap / “who to call.”
- b. Decentralization vs. Centralization – grants, other HR topics, hiring, etc.
 - i. Ms. Sargent’s department has requested a flow chart to guide the process to focus activity at the College office to avoid sending portions to multiple people.
 - ii. They have centralized offer / hiring letters to Academic Affairs office versus coming from various departments.
 - iii. Ms. Sargent agrees that there are training opportunities available to maximize skills across the university.
- c. Senate Chair Dr. Martínez confirmed that Fiscal Sustainability team is working on improving efficiencies and improving overall productivity.

UBC Landing Page – see Appendix A

Ms. Coleman mentioned to UNC System Unified Reporting project. This process should address most of what we want – it will be high level and at the College levels. It will also include all the common admin/support departments, such as IT and HR. This *should* make the budget reporting we want come together.

Expenses / Budget is clearer and easier to define and make consistent than Revenues. Revenues are harder to map due to all the different sources, as we heard from Dr. Sara Thorndike in past meetings. They are still figuring out how to display all the various revenue sources in a common manner.

Ms. Coleman’s suggestion of what we can do quickly.

- # 1 on Appendix A - Appropriations data from state – we can do that.
- #2 should come from the state common budget process. We should table until the Chancellor-Elect and comprehensive project is more complete.
- #3 we have this available for 2020 data plus 2 years of history. It’s all available – we need to define the history requirements. Ms. Coleman and Dr. McKinnon both suggested a 5-year view. Senate Chair Dr. Martínez confirms that 5 year is a good baseline (3 years is minimum, 5 years is optimal).
- #4 – new Chancellor needs to have input.
- #5 – we can create this already.

Where do we want this located? We want it easy to find.

There is a great deal of information already available according to Ms. Coleman; we need to compile the results as charts and graphs and have the website constructed (which makes it sound easier than it will be)

Fiscal Sustainability Update – Senate Chair Dr. Martínez

We have formed sub-groups for multiple areas. Enrollment, Faculty Workloads, and Consolidation are forming and include faculty members. The main committee restarted in mid-January after a holiday break. Next steps were waiting for the Chancellor-Elect to have a chance to give input, and now we are moving ahead again. Per Senate Chair Dr. Martínez, he was very open to the work of the Fiscal Sustainability committee. We will receive a copy of the memo regarding the need to evaluate how we pay for summer teaching. We should have a rep on this sub-committee which is related to Faculty Welfare team. The current pay structure is that summer pay is calculated as a percentage of existing; option proposed is to set a fixed rate. We need to understand what faculty (by College, possibly) will be affected, both positively and negatively, in terms of pay rates.

Senate Chair Dr. Martínez asked for volunteers – Dr. Elmore and Dr. Thompson signed up for this new opportunity.

Meeting was adjourned at 5:01 PM.

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Appendix A

University Budget Landing page

*overall feel should be easy to use and navigate, transparent.

Information ranked in order of priority.

- 1) Last 10 years of annual budget reports (PDF) made available with the last two years of budget reports highlighted and clickable.
- 2) Document outlining budget development guidelines or principles which show strategic plans and priorities for upcoming fiscal year (in other words a look ahead)
- 3) Some easy to view graphics for those who cannot wade into report:
 - a. A 2–3-page PFD with graphics that give an overview of budget such as this: <https://budget.ncsu.edu/budgetcentral/documents/Brochure.pdf>
 - b. Budget revenue by source like this: <https://budget.ncsu.edu/budgetcentral/documents/FY20BudgetByRevenue.pdf>
 - c. Budget expenditures by program similar to this: <https://budget.ncsu.edu/budgetcentral/documents/FY20BudgetByRevenue.pdf>
 - d. Budget by expense: <https://budget.ncsu.edu/budgetcentral/documents/FY20BudgetByExpense.pdf>
- 4) A budget timeline that is easy to follow such as this: <https://www.american.edu/finance/budget/universitybudget/university-budget-milestones.cfm> which would allow faculty to know where we are in the process and perhaps how we can help
- 5) History of tuition and student fees (last ten years by Academic year)

- 6) Link to the Faculty Senate Budget Committee webpage
- 7) Link to Fiscal Sustainability Committee charge or page