

Budget Council Minutes
September 15, 2008
202 Tigert Hall

Attendees:

Joe Glover
Naomi Young
Regina Bussing
Kathie Price
Ed Poppell
David Quillen
James Klausner
Pradeep Kumar
Matt Fajack

Called to order at 1:30 PM

The council discussed ground rules for budget council meetings.

- a. Start on time and end early if possible
- b. Be prepared and ready to participate
- c. Do unto others as you would have others do unto you
 - i. Don't interrupt
 - ii. Don't monopolize the discussion
 - iii. Respect to others, even if you disagree
 - iv. Stay focused on the agenda
 1. There will be time for open discussion at each meeting

David Quillen reviewed the council's responsibilities.

- d. What is it that we are going to try to accomplish?
 - i. International center to understand budget/study abroad / levee on colleges who run study abroad programs
 - ii. David Day to understand Intellectual Property
- e. Also- state continues to be in financial difficulty, revenue in the future will be issue for UF. May be faced with more budget cuts. How to deal. What did we learn from last year, if we had to do it again, would we do it differently?
 - i. The council will review RCM and examine what it means for UF.
 - ii. Try to establish independence and focus on revenue generation. Enable individual units to have creativity for generating revenue within unit. What can be done/ can't be/ impediments due to law/ processes/ regulations.
 - iii. Focus more broadly- there are only a few units who can do massive revenue generation. Look at our programs in context of university system as a whole so that we can come up with something that makes us feel that if there is a budget cutting process that is fair. Look at what programs are duplicated in the state system. How do we justify to our peers what is being done?

- iv. Make processes and priorities for dealing with budget reductions.
- v. Need to do projections and focus on both how we can bring in revenue and how we can increase value to state in other units.
- vi. Council help to educate faculty on what “rules” are for cutting: in unit, endowments, etc.
- vii. Ability to assess the cost of educating students.
- f. How are we going to do it?

2) Tasks underway

- a. Report on shared governance on budgeting by unit
 - i. List of units, dean’s and email address generated- David will work on this
 - ii. Need to draft a letter to each dean requesting information and faculty contact information (unit faculty council chair)- David will work on this
 - iii. RCM (resource/responsibility) centered management
Increased transparency of overheads and how money is earned.
How does it compare to the bank? When the bank was instituted there was a list of metrics, productivity measures that were academic. SCH, books published, peer rankings, every year there was an assessment at the end of the year it was reviewed by the pres and provost and if you preformed well then you were rewarded, if you did you might get dinged.
Responsibility Center Management - no indicators of academic quality- not a pay for performance, just a different way of accounting.
 - Pushes all revenues down to the earning units.
 - Academic unit, support unit or then responsibility center: college, housing (etc.), then cost centers like libraries academic support (service) cost center or business affairs non academic cost center.
 - RCM goes down to college level, not necessarily department level. It will be up to the dean. Maybe down to “unit” ex: CLAS: hum, BSS, etc.
 - Should process be implemented in stages, one college at a time, over the course of a few years?

Things to consider:

- Concern that there is no mechanism for quality other than demand for your program.
- Rethink quality. What we’re measuring as inputs rather than outputs.
- How do we determine if there is an academic program that we do not want to support?
- Look at whole state system and common good
- If we do have to make cuts how will we do that and how will faculty be involved?
- Consider cost to provide programs compared to the rest of the state
- Possibility of using instructors instead of professors
- Look at ways to expand education w/o impacting graduate education

The council discussed an agenda for the October 13 meeting:

Focus

RCM
Instructor issue

David Quillen will put out agenda ideas and send out to council for feedback.

Other items for discussion:

- What about following business college philosophy of having a small well compensated faculty and fill in with adjunct as necessary.
- Maybe teach online summer courses to generate revenue while students are doing internships, etc.

Ideas to educate the faculty on RCM

- Council will study the pros and cons of RCM and bring to senate to initiate discussion in senate.
- Council will ensure that the shared governance/budget committee units at each college understand it.
- Matt Fajack and the budget council go to colleges to discuss.
- Seminar or workshop series

Kathie Price will draft academic principles and budget cuts and can discuss at future meetings.
If we have budget cuts what are our ideas about it?

Future meetings:

- Invite Andy McCullough to come to speak about the work group that's creating a policy for self funded programs. Ask for the draft policy for review by the budget council.
- Amelia Bell will invite Lynn Frazier to discuss the UFIC funding and budget mode.

Meeting adjourned at 3:30 PM