

Budget and Resource Committee
Minutes
Thursday, January 28, 2016
9:30-10:55 a.m., 220 Seymour

Committee Member Attendees:

Mike Andriatch	Leah Barrett	Kelly Brennan-Jones
Karen Diamond	Scott Haines	Crystal Hallenbeck – Staff
Dale Hartnett	Dawn Jones – Chair	Mary Jo Orzech
Karen Riotto – Staff	Craig Ross	Rey Antonio Sia
Jeffrey Smith	Laurie Smith – Staff	Susan Stites-Doe
Samuel Tanner	Kathryn Wilson	Eric Witmer
Mary Ellen Zuckerman		

Guest Attendee(s):

None		
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Unable to attend:

Cynthia Booth	Mary Covell – Guest	Arielle Ingrassia
Warren Kozireski	David Mihalyov – Guest	P. Gibson Ralph
James (Beau) Willis		

1. Minutes from the last meeting: December 10, 2015

- Dr. Jones asked the committee to review and approve the minutes from the last meeting. With one correction noted (section 2a, bullet 3: date should read 2018, not 2016-2017), Dr. Jones motioned the minutes be approved; Mr. Smith seconded the motion. All were in favor, so the minutes were approved.

2. Budget and Planning Task Force Update

- Dr. Jones stated the Task Force will continue to meet through the end of February 2016.
- Mr. Hartnett inquired about the difference between the Task Force and the BRC
 - Dr. Jones responded the BRC and the Task Force formulate a list of priorities and recommendations for action (i.e. short-term / long-term investing / de-vesting initiatives), the cabinet enacts the changes, and the BRC monitors progress and outcomes.
- Dr. Jones is speaking with President Macpherson February 2nd regarding formal review and recommendations from the BRC.
 - The final list of actionable items will have the low/high estimates of financial savings which the BRC can then prioritize, and the cabinet can enact.
 - Dr. Zuckerman added that our divisional strategic initiatives are self-funded
- It was stated the Campus feels there is a lack of communication regarding the Task Force.
 - Dr. Zuckerman responded there will be something soon, perhaps an open forum along with information on the website. President Macpherson wants to be careful not to get ahead of the Task Force in her communications.
 - Dr. Sia stated it would helpful if even just an update on the number of priorities currently being considered (it started at over 100 and now is down to 25).

- Dr. Sia inquired how (and by whom) will changes be handled and reported to the BRC
 - Dr. Zuckerman responded, in example, that sabbaticals are always approved along with requiring three adjuncts to cover each, when there should be a strict evaluation process for approving sabbaticals and consider if two or one adjuncts could handle the load and/or reduce that class offering during that timeframe. Something of this nature would be handled by the Academic Affairs Leadership Team.
- Dr. Sia stated although transparency would be great, some Deans and Chairs are not carrying the “financial” message to their teams. There is a community feeling we have no money and need to make cuts.
 - Dr. Stites-Doe responded we should direct people to President Macpherson’s last Town Hall video on the website regarding our budget, etc.
 - Dr. Zuckerman added we ask them to think about what is good for the campus.
- Dr. Wilson stated we are making some positions cover two types of jobs in order to save money.
- Dr. Jones stated the BRC should be doing the work of reviewing and recommending added positions for the division budgets.
- Ms. Riotto stated the college’s annual budget is \$120 million, including BASC, Athletics, etc.
 - We are trying to cut 2 to 2.5% which is \$2.4 to \$3 million
- Dr. Jones will email the BRC an update after her meeting February 2nd with President Macpherson.

3. Finalize Call Letters

- a. Fee-based budgets call letter
 - Page 1
 - Change the header dates appropriately
 - Page 2
 - #1 – this is new
 - #4 – Excel spreadsheets - Ms. Hallenbeck will send PDFs of these this year.
 - #5 – change dates from 2015-16 through 2019-20 to 2016-17 through 2020-21, per Ms. Riotto
 - Page 3
 - #6 – move BSG presentation from March 20, 2016 to May 5, 2016 (create new column)
 - Last paragraph - add Dr. Jones’ phone extension 5516
 - Dr. Zuckerman expressed concern for online students paying fees for services they cannot take part in
 - Dr. Jones responded there is talk of replacing that portion of their fee with a new “technology” fee and recommends we have a few members of the BRC and the Online Hybrid Education Task Force (OHET) do benchmarking on this
 - Mr. Hartnett inquired how many students would be affected? It is unclear how many students this effects.
 - Dr. Zuckerman added there are services provided to online students that are not provided to regular students, so for instance we could change their “athletic” fee to “online service” fee
 - Mr. Smith added perhaps out-of-state online students should pay no fee, as they are already paying 2x tuition
 - Ms. Riotto stated we have already lowered out-of-state online fees for this reason
 - Dr. Zuckerman added we shouldn’t cut revenue, but analyze and adjust fees and their descriptions
 - Mr. Witmer added that, as a current student, he has access to services he pays for but doesn’t use, such as Eagle Run (shuttle service)
 - Mr. Tanner added it’s not fair for long-distance students to pay the same fees as on-campus or local students
 - Dr. Wilson stated the fee structure should be adjusted to what each type of student can actually utilize
 - Dr. Jones selected the following persons to form a group to analyze the online student fee structure for best practices for online students: Leah Barrett, Eileen Daniel, Karen Riotto, and Karen Schuhle-Williams.

b. Divisional budgets call letter

- Page 1
 - Change the header dates appropriately
- Page 2
 - #2, bullet 4 to read: Divisional/ Area re-deployment and/or elimination of existing resources
 - #2, bullet 5 to read: Investment and de-vestment priorities – associated forms submitted to the budget office by (date)
 - #3 (new) to read:
 - Other budget info, as appropriate
 - Cross-divisional projects
 - New budgetary modeling
 - Response to President’s Task Force initiatives
 - #4 (was #3)
 - Change table dates to: April 7, 2016 – April 14, 2016 – April 21, 2016
 - Add due dates beneath above: March 28, 2016 – April 4, 2016 – April 11, 2016
 - Adjust multiple presentation times, as discussed
 - Swap Admin & Finance presentation slot with Academic Affairs presentation slot
 - Last paragraph - add Dr. Jones’ info as a contact
- Dr. Jones stated presenters should not “read” all slides to the group but give an overview, and include metrics for lookback. Any unnecessary and/or detailed slides should be placed at the end of the presentation as an “appendix,” so as not to lose them for future needs
- Dr. Zuckerman added she is attending the day-long Middle States presentation on Budgeting on March 4th, and will share any good info and/or process at the March 24th BRC meeting (added to that agenda)

c. School presentations call letter

- Page 1
 - Change the header dates appropriately
- Page 2
 - #3 Presentation Format, 3rd line to read:
 - Accordingly, we are requesting a 20-minute presentation (plus 5 minutes for questions) ...
 - #3 Table:
 - Make many changes, per discussion and to match the other letters’ times
 - Move the School of Education & Human Services up to April 7th first spot
 - Delete Division of Academic Affairs (at bottom) as they are on a different call letter
- Dr. Jones stated the President continues to ask for more areas where we can save, so shall we add any to the call letters?
 - Mr. Haines responded we should wait for the Task Force’s results first, and go from there
 - Dr. Wilson and Dr. Zuckerman ask if there are some current activities, equipment requests, or student help where we can streamline costs
 - Dr. Jones added we can frame it as “Preliminary ideas on budget efficiencies” and add to both the School and Divisional call letters, though we may change this after the Task Force meeting
- Dr. Sia inquired about how resources are allocated and if it is done fairly
 - Dr. Jones added it is based on a number of factors, including enrollment.
 - Dr. Stites-Doe stated it should be strategically focused, not based on size or enrollment
 - Dr. Sia added that should include groups that can effect higher enrollment with more resources

4. Discussion of specific items from the President's Charge:

- a. Working in close relationship with the newly-constituted Presidential Task Force on Budget and Planning. This time-limited task force has been constituted to recommend a comprehensive plan of revenue growth and expenditure reduction actions so as to ensure both short-term and long-term financial sustainability. I would like BRC to review and provide input on this work.
 - As discussed in item 2 above, Dr. Jones is meeting with President Macpherson February 2nd, and will share at the February 18th BRC Meeting.
- b. Assisting in the development of a Budget 101 Primer for the campus, aimed primarily at individuals who are new to the role of department chair, BRC membership, or other role that has significant fiscal responsibilities attached to it. I have directed the Vice President for Administration and Finance and his staff to develop and deliver this primer and associated training to the campus. BRC should review the primer as it is developed and offer advice and guidance on its contents. It is expected that the first training sessions will take place by the end of the academic year (earlier if possible), and that the primer will then be reviewed and updated annually to take into account changes in regulations and actual budget protocols.
 - This item moved out to the February 18th Meeting, when Dr. Willis can attend and speak to this
- c. Assess how the College currently presents budget materials to the campus and make recommendations about the best ways to ensure greater transparency around our budget and planning activities. While we make a lot of data available to the community, we do so in a disaggregated manner. The materials provided by SUNY Fredonia in their [Consolidated Budget Book](http://www.fredonia.edu/admin/budget/pdf/2015%20Consolidated%20Operating%20Budget.pdf) at this link: <http://www.fredonia.edu/admin/budget/pdf/2015%20Consolidated%20Operating%20Budget.pdf>, provide an example of how a sister school communicates to the campus and beyond about its budget. You may wish to review this material and others like it in forming your recommendations.
 - Dr. Jones established a small group to discuss and use a Consolidated Budget Book like Fredonia's, and similar to the EMSA Briefing Book, with narrative. This group is comprised of: Crystal Hallenbeck, Karen Riotto, Craig Ross, and Samuel Tanner.
 - Mr. Tanner inquired if this will be presented to students and staff as well and Dr. Jones responded, yes

5. Other items from the Committee

- None

6. Next Meeting: Thursday, February 18, 2016, 9:30-11:30am, 220 Seymour