

UBAC Action Minutes September 13, 2022

Members Present: Opinda Bawa, Sarah Blackburn, Shannon Burchard, Johnathan Cromwell, Michael Goldman, Laura Hannemann, Jeff Lefkoff, Liz Merkel, Julie Orio, Spencer Rangitsch, Julia Schulte, John Zarobell

Members absent and excused: Michael Harrington, Lindsey McClenahan, Lila Segal-Angel, Esha Seth

Recorder: Linda Wong

Welcome, Introductions, Announcements

Tri-chair Zarobell welcomed returning and new UBAC members. Zarobell shared Provost Chinyere was unable to attend today's meeting and the Bylaws discussion will be tabled. UBAC moved into introductions.

Approval of May Minutes

Action: Approve Minutes from May 17, 2022

Motion/2nd: Blackburn/Burchard **Vote:** 10 **Abstain:** 3

Multi-year Planning and UBAC's participation

Lefkoff introduced the idea of multi-year budget planning for UBAC to consider. Lefkoff shared the psychology of budgeting often creates a sense of scarcity and how to allocate between competing needs. Multi-year planning instills a sense of abundance, moves us towards an aspirational outlook, how we want to grow, and where we want to be.

One area of focus for Lefkoff is around the Integrated Strategic Enrollment Plan (ISEP) and the integration of financial metrics into the plan, including the resources needed for return on investment. Lefkoff and Crabtree will be putting together a working group that will include analysts and Lefkoff would like to see UBAC involved in this process and welcomes UBAC's reactions.

Zarobell commented that multi-year discussions have been brought up in previous UBAC meetings and a desire to be more proactive rather than reactive.

Burchard asked if there was a plan for prioritizing space for students as remote work becomes more permanent for some staff, e.g., private spaces for students to take online appointments. *Lefkoff responded projections of future costs would be included.*

Orio added that CAPS staff will return to in-person. In order to meet demand, Telehealth appointments were added. With construction, CAPS has been temporarily relocated. Orio emphasized the need to consider what additional impacts the university sees as discussions about enrolling more students take place.

Goldman shared enthusiasm for putting resources forward for return on investment, cautioned about two to three year metrics leading to not seeing what is happening in the milestones, and expressed a tighter check (six-nine months) will inform decisions are still on track.

Goldman added his concern about the onerous weight placed on students to fund the institution as many of the documents focused on enrollment. What are the opportunities to grow revenue beyond enrollment, e.g., Certificates, Development, additional areas?

Rangitsch agreed with the comments shared and added that we are facing significant challenges in attraction and retention of employees and need to prioritize greater investment in human capital. There is tremendous institutional knowledge and value in that. This is an opportunity to look at our budgeting from a new perspective and better prioritize what we want to value for the sake of overall sustainability in our workforce.

Hannemann asked if the multiyear planning will address working better with the college and schools to help identify which programs are prudent for growth?

Lefkoff responded this is in line with developing enrollment target "optimizing" and an important issue in the annual budget cycle. Lefkoff added the current scope of work focuses on integrating the enrollment plan. UBAC can do its own efforts at multi-year look at additional revenue sources.

In summary, UBAC is supportive of the multi-year plan and diversifying revenue streams. Lefkoff requested UBAC to think about who should be the representative on the working group.

Bawa added it would be nice to have a consolidated document of revenue sources listed and see where there is potential growth. Primary revenue sources come from undergraduate/graduate enrollment, certificate programs, corporate contracts, contracts & grants, development and not many people are aware of this.

Zarobell asked whether the dormitory was considered a revenue source? *Orio clarified it is not an area that we cannot increase revenue as it is based on the number of beds.*

Blackburn shared the topic of diverse revenue streams is discussed at the leadership level in Development and a presentation can be made to UBAC.

Merkel commented it would be great to break down existing structures to find ways units can collaborate in new and different ways to identify cost savings.

Lefkoff shared he has witnessed the deans sharing ideas, what has worked or not worked. Have new deans on campus, they are there to support each other.

Rangitsch shared that one of the challenges UBAC has faced is the lack of communication with relevant discussions other groups are having around budget, or with significant budget implications, and with the new SP working groups created and convening, this may continue to

present challenges for UBAC to be rightly connected those conversations, and for those groups to be likewise informed somewhat by UBAC and our perspective on budgetary matters and concerns.

Bawa responded that Jeff can play a critical role as many of these conversations will have fiscal impact and can bring those conversations to UBAC.

Lefkoff added he will be happy to bring forward the important conversations to UBAC. UBAC does not need to be burdened with all the small conversations.

Goldman added in the chat if it is possible to shift metrics, how to consider different metrics for enrollment or revenue.

Zarobell thanked everyone for their participation and valued the experience brought forth from their areas.

Timeliness and opportunities for meaningful conversations

Zarobell introduced the “circle of trust”. As an advisory group not always privy to conversations, UBAC members have wondered about its role. In order to fill the role of an advisory council, it is important to have timely information and be able to meet as a group to provide advice. Is it possible for UBAC to receive information earlier if UBAC agrees to maintain confidentiality around certain information and be comfortable putting their constituents on hold? Can UBAC be inserted in this process? The scheduled monthly UBAC meetings do not always align with the budget calendar. Is there flexibility to move meetings, add additional meetings to be more productive?

Burchard has no issues with flexibility of meetings.

Orio asked if the Tri-chairs can review the calendar to see where dates may need adjusting?
Zarobell started a document which will be shared with UBAC.

Cromwell responded that moving meeting dates and putting aside constituent hats are reasonable requests to engage in these conversations. In addition, the constituent hats also play an important role where Cabinet and BOT may not have insight into what UBAC members do. Think there is a balanced approach with advocating and striving for university success.
Zarobell agrees that members understand the issues around their constituents, but underlined the service of UBAC is to provide a greater good for the university, and one of the fundamental goals of shared governance.

Blackburn added it is important to bring our background, and the challenge is to contribute the perspective while keeping the greater good in mind. Perhaps UBAC needs to be reminded regularly that the greater good is who we serve.

Zarobell acknowledged the time management of UBAC’s role in the budget cycle and taking on new tasks such as multi-year planning and others that may come along. Chinyere expressed at a Tri-chair meeting how UBAC can be more communal with the educational workshops, perhaps

open them to the university or selecting topics for a town hall meeting. These are some ways we can serve the community.

Cromwell shared that the work last year felt more like a committee in name, not in actual function and how do we get the other bodies to genuinely value UBAC's contributions rather than a stamp of approval. If we want to make a stronger case for more involvement in the process, perhaps it's using our constituent hats to enact the values, we are the voices and faces to allow them to get access to those insights.

Orio shared that Cabinet does consider UBAC's recommendations, specific to tuition decisions. It may not happen with all decisions, but recognize there can be improvements.

Bawa added that the Budget Assists process is also valued at Cabinet discussions. One thing to note, there are times input is valuable, but does not move the needle enough or not implementable, e.g., enrollment numbers.

Lefkoff reminded folks that UBAC is an advisory group and it is okay if advice is not always taken, it is important for input to be heard.

Rangistch added there should be dedicated space for this committee to discuss updates (census, quarterly forecasts, etc.) when they are released, to ask questions and receive concrete answers in a timely and transparent manner that is visible for the group. It would also be nice for UBAC to receive some formal feedback on the concerns we raise, whether it comes from leadership members of UBAC or the president.

Zarobell referenced the budget calendar indicates the President's comments on Budget Assists to the Leadership Team and it would be nice for UBAC to also hear the presentation. It provides a feedback loop at the highest level and demonstrates shared governance.

Burchard requests if there is a vote and circumstances shift, UBAC is allowed to reconsider their recommendation.

Good of the order

Rangitsch asked UBAC to submit topics for educational workshops for 2022-2023 to the Tri-chairs. UBAC website has past recordings of workshops.

Suggested topic: Enrollment Update

Meeting adjourn: 1:30 pm