



Date:	1/21/2020
Time:	11:00 a.m. – 01:00 p.m.
Location:	Provost’s Conference Room, Millican Hall (MH) 395E
Executive Sponsors:	Elizabeth Dooley and Dennis Crudele
Facilitators:	Committee Chair Kristie Harris, Paul Jarley, and Huron Consulting
Attendees:	Sejal Barden, Hina Behal, Rhonda Bishop, Paige Borden, Danny Cavallo, Maribeth Ehasz (via telephone), Lynn Gonzalez, Sheila Amin Guitierrez de Piñeres, Elizabeth Hamilton, Derek Horton, Chris Ingersoll, Michael Johnson, Jeff Jones, Elizabeth Klonoff, Kathy Mitchell, Shawn Putnam, Rebeca Richards, Misty Shepherd, Joseph Trubacz
Invitees:	Huron Consulting Group: Greg Bedell, Michael Lee (via telephone), Adam Meyer
Minutes:	Melinda Martin

Meeting Agenda:

Old Business

1. Approval of December 4, 2019, December 18, 2019 and January 7, 2020 Meeting Minutes

New Business

1. Prior meeting recap and summary.
2. Revenue allocations.
3. Central expense allocations.
4. Next steps and meeting preview.

Meeting Minutes:

Kristie welcomed the committee and expressed appreciation for everyone’s active participation and engagement in the process.

Old Business

The meeting minutes for the December 4, 2019, December 18, 2019, and January 7, 2020 were submitted for approval. The minutes were first, seconded and approved by unanimous consent.

New Business

The committee welcomed new interim CFO, Joseph Trubacz, who was attending for the first time as one of the project's Executive Sponsors. Introductions were made all around.

New Meeting Schedule

Huron consultants reminded the Steering Committee that the meetings from this point forward are scheduled on a monthly rather than bimonthly basis. The next meeting is scheduled for Tuesday, February 19, 2020, in Millican Hall (MH), 395.

Updates to Preliminary Revenue Categories

Huron consultants updated the preliminary Revenue Categories based on input from the Project Team and posted the information to the Steering Committee's Microsoft Teams folder for review. Huron will be working to develop working definitions prior to the Budget Directors and Deans meetings. In addition, they are still reviewing information to address previous questions regarding waivers and out-of-state tuition.

State Appropriations

Kristie Harris led a dialogue about state appropriations. These funds are largely unrestricted to the university except for specifically designated allocations such as funding for the medical school. In prior years, state funding was largely awarded based on student growth. Now, the focus has shifted to performance and preeminence funding.

Clarification was requested regarding the state's designation of preeminent universities, and it was stated that only UF, FSU and USF currently hold that status. UCF was previously designated as an "Emerging preeminent institution, but that designation has changed to "Universities of Distinction." Page Borden provided a brief overview of performance and preeminence funding.

In order to determine how to invest incremental state funding, UCF will have to address whether or not it is still on a path towards preeminence and redefine its strategic priorities, as needed. The charge of this committee is not to determine whether units have the correct amount of resources or set the university's priorities, but rather to understand how revenues and costs are currently being allocated in order to support strategic decision-making and investments.

Allocation of State Appropriations

Huron consultant Greg Bedell began a discussion about identifying 2-3 early/preliminary allocation metrics that could reasonably represent a way to distribute state performance or other unallocated funding. After reviewing various potential criteria, the committee settled on the following three equally weighted metrics as a starting point for the baseline model: **workload, student success and research.**

Given that how funds are allocated influences behavior, a discussion ensued about those units that are subsidized ("subvented") because they do not have the ability to produce/increase revenue. It was noted that subventions are critical to support these types of units because they are strategically important to UCF's mission. The intent of this process is not to change these subsidies, but rather identify them, and help the institution determine how to allocate available increments.

New Business (Continued):

Allocation of Central Expenses

Next, Huron led a discussion to determine a preliminary methodology to allocate cost pools (a participation or user fee) for the baseline model. For transparency, Huron provided the Steering Committee a full list of the identified cost centers, but had them grouped into the categories listed below for simplicity.

Following are the preliminary allocation metrics proposed by the Steering Committee:

Academic Affairs – Faculty Headcount

Administration – Direct expense

Athletics – Skipped for now (not eligible for E&G funds)

Burnett Honors College – Campus UG Headcount/Full Time Equivalent (FTE)

College of Graduate Studies – Graduate Headcount/FTE

Undergrad Studies – UG Headcount/FTE

Communications and Marketing – Direct Expense

Facilities – The committee had much discussion regarding the allocation of space and decided to start with a unweighted cost, and revisit in the future.

Finance – Direct expense

UCF Connect – TBD

Government Relations – Direct expense.

HR – Total employee headcount.

IT & Resources – All headcount

Research – Number of contracts and grants awarded, ongoing grants to be included

President – Direct expense

Public safety –All student headcount less UCF Online students.

University Libraries – All in FTE

SDES – This group will require further analysis to break them out into more individualized groups to determine costing.

Academic Health Sciences Center – This will include the clinical enterprises, and this will need to be determined for future funding.

New Business (Continued):

More in-depth review and discussion to fine tune the preliminary metrics is planned for the next meeting. Additionally, Huron will guide a discussion on subvention and strategic leadership funds, as well as provide feedback from the dean meetings.

The next meeting will be held at 11 a.m. on Tuesday, February 19, 2020, in Milican Hall (MH), 395.