	Central Support Unit (CSU) Allocation Committee Meeting **Minutes**
Date:	11/12/2020
Time:	11:00 a.m. – 12:00 p.m.
Location:	Virtual Meeting
Interim Co-Chairs:	Interim Provost Michael Johnson and Associate VP for Financial Affairs Kristie Harris
Voting Members:	Mike Kilbride, Theodorea Berry, Paul Jarley, Sissi Carroll, Fernando Rivera, Chris Ingersoll, Michael Georgiopoulos, David Pavlonnis
Absent	Misty Shepherd
Huron Consultants	Kevin Lintell, Greg Bedell, Michael Lee, Michael Razis, Jaime Ontiveros
Staff (non-voting members)	Derek Horton, Rebeca Richards, Kathy Mitchell, Joe Trubacz
Minutes:	Tracy Slavik

Meeting Agenda

1. Introductions
2. Review committee membership and working norms
3. Confirm connection between CSUAC and UBC
4. Confirm preliminary goals and parallel year objectives
5. Preview agenda and content for meeting #2
6. Meeting Adjourned

Introductions

Interim Provost Michael Johnson and Associate Vice President for Financial Affairs Kristie Harris will serve as interim committee co-chairs until the new Senior Vice President of Administration and Finance starts in January.

Today's committee meeting is purely for orientation and no decisions will be made.

Review committee membership and working norms

Johnson named the members of the committee.

Chairs: Associate VP for Financial Affairs Kristie Harris
         Interim Provost Michael Johnson

Deans: Chris Ingersoll, Dean, College of Health Professions & Sciences
         Michael Georgiopoulos, Dean, College of Engineering & Computer Science
         Pamela "Sissi" Carroll, Dean, College of Community Innovation & Education
         Paul Jarley, Dean, College of Business Administration

Faculty: Fernando Rivera, Professor, Department of Sociology

Auxiliary/Self-Supporting: David Pavlonnis, Assistant Vice President, Budget & Human
         Resources; Student Development and Enrollment Services

Central Support Units (CSU):
         Theodorea Berry, Vice Provost for Teaching and Learning; Dean;
                  College of Undergraduate Studies
         Misty Shephard, Interim Vice President and Chief Operating Officer; Administration
         Mike Kilbride, Assistant Vice President for Administration and Operational Innovation;
                  President's Office

Committee Support:
         Kathy Mitchell, Associate Vice President for Financial Initiatives
         Kristie Harris, Associate Vice President for Financial Affairs
         Derek Horton, Assistant Vice President for Budget Planning & Analysis
         Rebeca Richards, Senior Assistant Vice President for Academic Budget, Planning and
                  Administration

Implementation Timeline and Budget Model Process

Harris informed the committee that the university is currently in the parallel year and working toward making necessary progress for a "go-live" in FY22. She discussed the progress to date for the deans, central units, the president, and the Board of Trustees.

Budget Model Timeline and the CSUAC
Harris explained the budget development process milestones and how the CSUAC provides direction for funding decisions that impact the CSUs, primary units, and university at large.

The CSU allocation committee will have regular meetings in the first half of the fiscal year to review proposed central unit budgets and will also be responsible for the ongoing development and annual maintenance related to the service level agreements between central support units and primary units.

CSUs in the Annual Budgeting Process

Jaime Ontiveros explained there will be different expectations for CSUs on an annual basis based on the need for greater understanding of operations, for review of service level agreements, and/or to develop or review key performance indicators.

1. "Financial Proposal" (not yet defined):

   - All Central Support Units are required to submit an annual budget request (status quo).
   - A CSU review schedule will be created to determine which units require a 'deep dive' review on a rotating basis.
   - Units tapped for a thorough review will submit 'financial proposals' which include the budget request plus other components.

2. Key Performance Indicators (KPI):

   - Most CSUs will need to identify KPIs to measure performance.
   - KPIs may be included as part of annual budget requests and in SLAs.
   - KPIs should be vetted for appropriateness with the CSUAC and with leadership from units who pay annual CSU allocations.

3. Service Level Agreement (SLA):

   - Select CSUs will need to work with the CSUAC to develop an SLA that documents services provided and expectations on delivery.

The CSUAC will determine the schedule and framework for a comprehensive review of select units and work with CSUs to identify which require KPIs and SLAs.

<u>Confirm connection between CSUAC and UBC</u>

CSU Allocation Committee: Connection to the UBC

Johnson explained the connection of the CSUAC to the UBC.

The UBC is an advisory committee and will be making recommendations to the President on budgets for the CSUs as well as recommendations about what allocations will be charged to the various colleges and what remains in the colleges' hands. These recommendations will produce, for example, the strategic investment fund with built-in deliberation and reasoning.

A key pitch of the new budget model was that deans would have some ability to influence, have a say in, or give recommendations about how much should be budgeted to the administrative units. This is the committee that carries that out. Recommendations will go from this committee to the UBC to inform their deliberation and eventual recommendations to the President.

The CSUAC is one of several recommended committees that would work with the UBC to support achieving model objectives; other committees may be added later for additional support.

CSUAC Short and Long-Term Activities

Harris informed the committee they will meet frequently throughout the next six months to review unit budget proposals and support service effectiveness and efficiency. Four CSUs have been identified to develop SLAs: Facilities, HR, Compliance, and Advancement.

Parallel year activities in the short-term include:

- Create a framework and templates for annual review of central support units
- Identify and work with four central support units to establish service level agreements for primary units
- Determine review cycle for central support units
- Conduct preliminary review of selected central support units

Roles and charges in the long-term include:

- Review support unit's budget proposals, including strategic objectives, service level demands, and workforce plans
- Promote development of service level agreements between primary units and select support units and makes suggestions for performance improvement
- Submit unified Central Support Unit budget recommendations to the University Budget Committee
- Elevate support unit budgets, and any unresolved issues, to the to the University Budget Committee

Any recommendations will need to be vetted with the UBC and the President. This allows for transparency, accountability, and data-informed decision making.

Outcomes of KPI Review and SLA Development

Harris stated the identification of KPIs for support unit operations will establish measurable service accountability methods, and SLA development will facilitate standardized service delivery and performance.

The KPA identification and SLA initiative will:

- Provide measurable performance indicators for central support units to regularly evaluate service delivery where available
- Ensure consistent service performance and availability expectations for consumers institution-wide for select central support units
- Increase transparency into support unit service performance and enhance metric-oriented accountability
- Establish a data driven justification mechanism for support unit funding increases/decreases

The KPA identification and SLA initiative will not:

- Provide recommendations for operational improvements for central support units
- Enhance central support unit service quality, availability or address service frustrations outright
- Establish reporting and tracking processes and frequencies for individual central support units
- Distinguish service needs and provisions by school/department/division/unit

Support units are expected to justify budget proposals with established KPIs and share with the CSUAC as part of the committee's funding request evaluation and recommendation process.

CSU Allocation Committee Member Expectations

Johnson discussed the committee member expectations:

- Members are expected to be fully engaged and participate in nearly all meetings.
- Members are encouraged to speak their minds and participate in lively debates.
- Members must provide alternative solutions as opposed to only rejecting proposals.
- Members must be willing to invest additional time outside of meetings to prepare and be ready for discourse during committee meetings.
- Members are expected to bring their respective stakeholder perspectives to inform discussions and wear a "UCF-hat" when considering recommendations.
- Committee Chair reserves the right to substitute members who do not follow these rules.

Paul Jarley asked if non-committee members with specialized knowledge could attend meetings to provide input. Michael Georgiopoulos and David Pavlonnis agreed this would be valuable.

Johnson said this can be decided at a later meeting, but he reminded the committee they are expected to study meeting materials in advance to learn the topics and have any questions answered.

Confirm preliminary goals and parallel year objectives

Service Level Agreements Overview
Kevin Linter explained that to improve end-user service levels and operations within a new model, select units must establish reasonable service level agreements (SLAs).

An SLA is an agreement or arrangement between support units and their customers / key stakeholders (e.g., academic units, self-supporting units) that defines the set of services that a provider will supply.

Reasonable SLAs between central units and their customers should be written, negotiated, and signed by both parties and include:
- The scope of services provided, including direction around what work is considered billable vs. non-billable
- Detailed performance levels for services including expected response times
- A rate structure with discrete line items for specific services

Benefits of a well-written SLA for the customer/academic unit include:
- Provides clear definition of baseline services and the frequency with which they will be provided
- Holds central units accountable
- Allows for greater control over services provided

Benefits of a well-written SLA for the administrative unit include:
- Provides clear reference documentation when service or cost disputes and questions arise
- More clearly defines customer expectations
- Provides a tool for developing organizational KPIs and measuring workforce effectiveness

Kathy Mitchell asked how third-party contracts with pre-set pricing will be handled in SLAs. Linter said those will be documented in an SLA. Ontiveros added SLAs take time and will be analyzed and updated as appropriate to handle situations such as these.

Theodorea Berry inquired about CSUs that require support from other CSUs (for example, SDES uses Facilities to replace a sign or door). How will it be ensured that privilege will not be placed on colleges who pay CSUs upfront with an SLA versus CSUs that would need to pull money from their budget to pay for services from another CSU. Linter said SLAs will be developed for all units, not just with the colleges and revenue-generating units.

Georgiopoulos asked if penalties will be written into SLAs. Linter said this committee will decide that as part of its role.

Linter alerted the committee that the appendix of today's meeting packet has several examples of SLAs, and members can study these on their own time.

At the next meeting on December 2 the committee will review an example of an SLA, but in preparation Linter previewed the Cornell University SLA slide (page 16 of the meeting packet) and explained the components of an SLA: In-scope services, Roles and Responsibilities, and Evaluation of Quality and Performance.

Key Performance Indicators Details

Linter informed the committee that select Central Support Units will need to develop a set of Key Performance Indicators (KPIs) based on service standards that are easy to measure, widely disseminated, and openly discussed.

As mentioned earlier, four CSUs will develop SLAs this first year. Even more units will have KPIs. KPIs come in different flavors and can focus on customer service, organizational effectiveness, organizational efficiency, or staff development.

Huron will begin working with cost pool leadership and academic stakeholders to identify KPIs.

Preview agenda and content for meeting #2

Johnson said the topics for the next committee meeting will include:

- Discuss and create a framework for annual review of central support units
- Discuss and create a framework for service level agreements
- Review the preliminary central support units for committee focus (SLA and annual review)

The meeting adjourned at 12 p.m.