

THE UNIVERSITY BUDGET COMMITTEE

FISCAL YEAR 2022 AND 2023 BUDGET RECOMMENDATIONS

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1. THE UNIVERSITY BUDGET COMMITTEE

The Governing Board Regulations & Procedures (Revised: December 2018), Section V, **ADMINISTRATIVE AFFAIRS**, Article A. **Budget and Appropriation Process**, item 1 establishes the University Budget Committee.

1.1. University Budget Committee Composition. The composition of the UBC shows that it is an University-wide representative body consisting of faculty, staff, and students. Furthermore, the president, vice presidents, or their representatives also take part in the deliberations of the committee. Participation in the budgetary process, allows the UBC to play an integral role in shared governance by being involved in providing one of the most fundamental aspects of governance and promoting innovation.

UNIVERSITY GROUP	REPRESENTS	NAME
Faculty	College of Arts and Sciences	Judith Birgen
		Vacant
	College of Education	Mark Kutame, replaced by Jacquelyn Benchik-Osborne
	College of Business	Ernst Coupet
	College of Health Sciences	Nicholas Lino
	Library and Instructional Services	Azungwe Kwembe
	College of Pharmacy	Michael Danquah
	Faculty-at-Large (Faculty Senate)	Chyrese Wolf
	UPI Union	Valerie Goss
Civil Service	Civil Service Council	Bobbie Garner-Stewart, (Secretary)
		Pamela Sims
		Valerie Riley
Students	Students	Vacant/ GR, Requested from Dean/ Grad School
		Vacant/ UG, Requested from Dean of Students
Chairpersons	Chairpersons' Association	Rohan Attele, (Chair)
Academic Support Professionals	ASP Members	Jannette Dryjanski
Administrative Staff	Academic Affairs	Thomas Rowan
	Student Affairs	Reginald Motley
	Continuing Education & Non-traditional Programs	Nelly Maynard, (Vice Chair)
	Enrollment Management	Andrea Welch
	Institutional Advancement and CSU Foundation	Darrious Hilmon

... Administrative Staff	Financial Operations	Craig Duetsch
	Administrative Services ¹	Michael Holmes
	President's Office Representative	Jimell Bynd-Reno
Office of Budget	Director of Budget	Arrileen Patawaran

1.2. **Subcommittees.** The subcommittees of the UBC evaluate presentations by the vice presidents or their designees and make priority recommendations to the full committee. However, any member of the UBC may attend subcommittee hearings. The subcommittee members are self-nominated, but the UBC chair appoints the chairs of the subcommittees. In the following table, the left column lists the subcommittees, the Vice-President making the Presentations (Hearings), and the days of the Hearings; the right column lists the compositions of the subcommittees.

SUBCOMMITTEE, PRESENTATION	MEMBERS
Enrollment Management, <u>Vice President Dr. Andrea Welch</u> Hearing: Virtual, 28 Jan. 2021, 12:40-02:00 PM.	Judy Birgen (Chair) Pamela Sims Jannett Dryjanski Azungwe Kwembe Jacquelyn Benchik-Osborne
Administrative Services, <u>Vice President Mr. Michael Holmes</u> <i>Facilities, Parking, Capital Planing, Real Estate, and Environmental Safety.</i> Hearing: Virtual, 09 Feb. 2021, 12:30-02:00 PM.	Valerie Riley (Chair) Valerie Goss Bobbie-Garner-Stewart Bernard Rowan Chyrese Wolf Andrea Welch
President's Office <u>Mr. Kim Tran, Chief of Staff</u> <i>President's Office, Labour and Legal Affairs, Compliance, Internal Audit, Athletics, Police, Board Relations and Intergovernmental Affairs, Human Resources.</i> Hearing: Virtual, 16 Feb. 2021, 12:40-02:00 PM.	Chyrese Wolf (Chair) Valerie Riley Valerie Goss Ernst Coupet Nicholas Lino Arrileen Patawaran

SUBCOMMITTEE, PRESENTATION	MEMBERS
<p>Academic and Student Affairs <u>Dr. Leslie Roundtree, Provost & Senior VP</u> <i>Academic and Student Affairs</i> Hearing: Virtual, 26 Jan. 2021, 12:40-02:00 PM.</p>	<p>Nelly Maynard (Chair) Judy Birgen Jannette Dryjanski Valerie Goss Jacquelyn Benchik-Osborne Pamela Sims Arrileen Patawaran Azungwe Kwembe</p>
<p>Financial Operations <u>Vice President Mr. Craig Deutsch, <i>The Information Technology Department reports to the President, but their Budget falls under Financial Operations. The Office of HR now reports to VP Duetsch, but their budget falls under the President.</i></u> Hearing: Virtual, 02 Feb. 2021, 12:40-02:00 PM.</p>	<p>Ernst Coupet (Chair) Thomas Rowan Reginald Motley Michael Danquah Jimell Byrd-Reno</p>

2. THE DELIBERATIVE PROCESS

At least a month in advance, the UBC chair would send letters of invitation to the President's Chief of Staff and all vice presidents inviting them to make presentations to the cognisant subcommittees for their prioritised list of budget requests FY 22 and FY 23. If they wish to, the VPs can make use of a presentation program; however, they are requested to fill certain forms provided by the Office of the Budget and clearly map their justifications of budgetary items to the Strategic Plan². In case of a requests that had a precedence, the UBC would request a brief report on the progress.

The metric used to evaluate all budgetary requests is the alignment of each item with a Strategic Goal. The UBC as a collective body would come to a consensus how well the requested budgetary items were aligned with the Strategic Goals and their objectives. However, the UBC subcommittees did not use a common rubric to align the each budgetary request to the Strategic Goals and their objectives. Rather, each member was free to use his/her own experience and perspectives on University's growth and prospectus to measure the alignment of the requests to the Strategic Plan.

For the conviniance of the reader, the Strategic Goals are listed below.

Strategic Goal 1: Academic Excellence, Innovation and Student Transformation

Strategic Goal 2: Student Enrollment, Retention and Graduation

Strategic Goal 3: University Culture, Climate & Accountability

Strategic Goal 4: Strengthened Infrastructure

Strategic Goal 5: Cost Efficiencies & Diverse Revenue Streams

Strategic Goal 6: Community Service, Urban Leadership & Economic Engagement

²At the operating time, frame the Strategic Plan Implementation Model was not available.

2.1. UBC Prioritisation Process. The subcommittees voted on the priority orders of each area, considering the information presented by the VPs. In a few cases, projects were merged, and in other cases, the project was removed from its area and inserted elsewhere in the whole prioritized list from all vice presidents. The list of budgetary requests from all areas and the subcommittee priorities is found in sheets SubCom F22 and SubCom F23 of the attached spreadsheet of priority lists.

The UBC took these enumerated list (left-most red numerals) area priorities and subsequently voted on a comprehensive priority list in decreasing order of priority by using the following looping process:

- (1) Each member would vote on his/her first priority item. Example: If your first priority item is the item enumerated by the red numeral 10, enter 10 into the Zoom Chatbox.
- (2) Determine the item with highest votes (in case of a tie, the chair broke the tie). This is the first (highest) priority item of the UBC list.
- (3) Cross-out the above chosen item the List and repeat the process with progressively smaller lists to determine items of decreasing priority order 2, 3,
- (4) Terminate the process by a vote once the top priority items have been identified.

3. RECOMMENDATIONS

3.1. Priority List. The final UBC priority list is attached as a spreadsheet. The UBC was acutely aware of the fiscal challenges that the university was facing as it was emerging from the pandemic, but it was also invigorated by the foresight shown by the vice presidents in seizing the unparalleled growth opportunities of the post-pandemic times. The top three FY 2022 UBC priorities shows the utmost importance the UBC has placed in investing in students and IT infrastructure.

Taken as whole, the UBC was conscious of the potential of the requested investments (a) in arresting the deterioration (to draw an analogy, one has to first stem the flow of blood) (b) for its sustenance (c) for growth and paying dividends (such as obtaining external grants). Priority 1, aligned with Goal 2, entails measurable objectives that will arrest the declining enrolment and provide sustainable recruiting platforms. Moreover, item (1) and item (2) are beautifully intertwined—the former is on recruitment and the latter also focuses on retention.

The UBC viewed investments in IT infrastructure with favour; specifically, high speed internet, not only in its intrinsic value, but also for its direct support in (a) bringing recent advances in disciplines to UG/GR curricular; (b) adapting and incorporating evidence-based practices into the delivery of instruction and fostering student interaction in real/cyber space; (c) laying the groundwork for transformational changes in the real instructional space. UBC specifically understood the significant potential for NSF grants (example NSF 21-579 IUSE: EHR) that can follow from the IT investment.

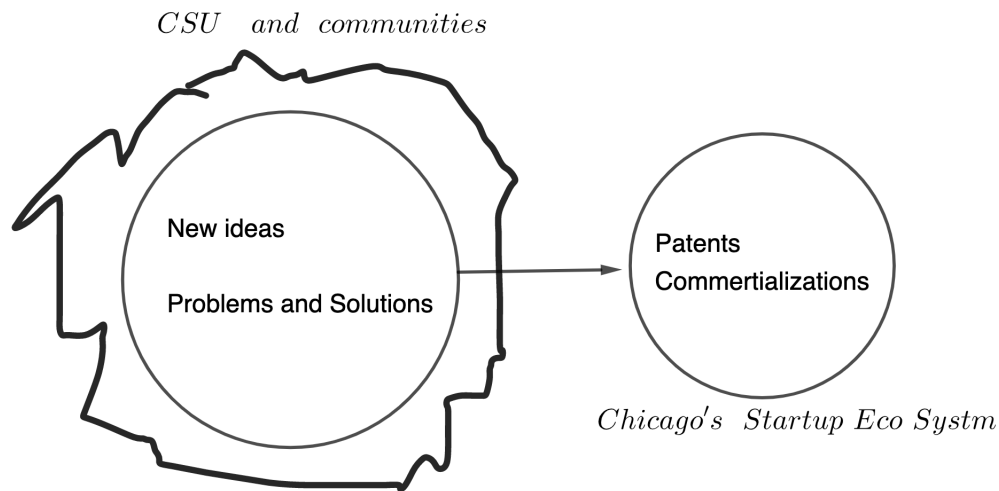
VP Craig Deutsch initiated a conversation with the UBC to expand its role in the budgetary process to provide input into

- wealth creation (Strategic Goal 5, 6).
- bringing innovation into use of resources; particularly, in cost efficiencies (Strategic Goal 5).
- bringing agile management practices to resource allocation.

Some of these conversations are briefly summarized below.

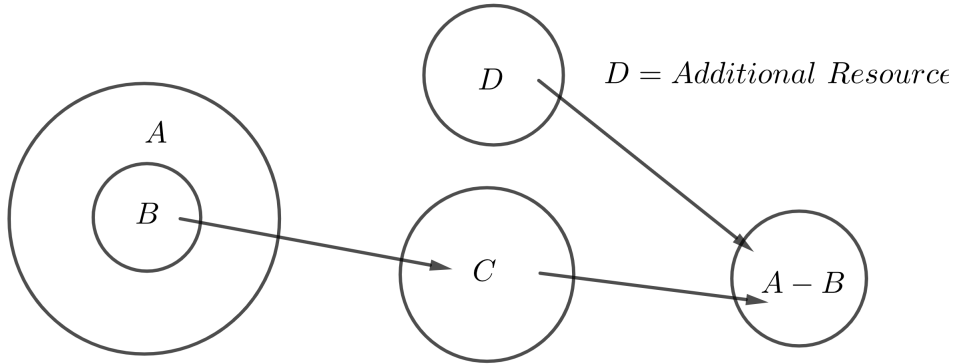
3.2. Wealth creation in the academic enterprise. Traditionally wealth accumulation is thought of as a benefit of an education. We are proposing that they could be concomitants and that wealth creation

would be revenue sources to the University. Large universities have built incubators on their campus premises to ideate, promote design thinking, . . . , and commercialise patents. Building a full-fledged incubator may not be feasible for us in the current fiscal climate. What is more valuable to us (that which would directly impact recruitment, retention, and graduation) is to make the University into a vibrant eco system that will be a catalyst to generate new ideas from students; that will be platform to take these ideas forward, concretise them, and make them into solvable problems. The eco system would motivate students to be thinkers; and they would emerge as problem solvers. The problems and solutions generated would be inputs into the existing startup eco system of Chicago. Our students or graduates could be co-creators, collaborators, or even entrepreneurs. It is this interaction that would generate wealth by the commercialisation of patents, services, and new technologies.



3.3. Use in-house talent as a resource. The University has students who have considerable industrial exposure in finance and accounting, databases, cloud services, process automation, networking, HR operations, startups, Developing processes for warehousing and mining student talent and using them in university operations would result in (a) considerable cost efficiencies (b) recruiting and retaining high quality students.

3.4. Agile management practices in resource allocation. The Vice President engaged the UBC on its views on resource allocation in a budget deficit. One model was sequence allocation of resources (input), which iterates each input followed by a feed-back loop from the output to the input to sequentially erase the initial deficit in allocation. In order for the model to be applied, the processes must have clearly identified independent and dependent variables. This would enable continuous scaling of the processes (in discontinuous scaling reducing resource allocation to a variable will result in breakdown of operations). The Model is illustrated in the schematic diagram below.



A = Requested Allocation
B = Scaled Down Allocation

C = Monetary output From B