

Ad Hoc Committee on Budget Sustainability

Minutes

Meeting Date: February 28, 2024

Members in Attendance: Dr. Nora Gough Davis, Dr. Gwen Meador, Ms. Kristen Land, Dr. Jon Westfall, Mr. Larry Wakefield, Dr. Heather Miller, Dr. Megan Smith, Ms. Carolyn Bailey, Mr. David Gladden, Ms. Laurie Muffley, Dr. Edwin Craft,

Members not in attendance: Dr. Andrew Wegmann, Dr. Chris Jurgenson, Ms. Hayden Kirkhart, Ms. Dana George

Guests: None

Call to Order: The meeting of the Ad Hoc Committee on Budget Sustainability was held in the Janice Wyatt Conference Room on February 28th. The meeting was called to order at 2:07 p.m.

Approval of the Minutes

Review and approval of the minutes from the February 20th meeting will be postponed to the regular meeting on February 28th. The committee will not meet during spring break. Should an urgent need arise, a meeting will be conducted via Teams.

General Overview

- Larry Wakefield gave an overview of the budget process currently underway. ZBBs are due from VPs to the VP of Finance by March 15th. More information will be available within the next couple of weeks regarding the status of total budget cuts toward the \$2.4M needed.
- It was requested that Mr. Wakefield make list of auxiliary units that the committee can review for cuts and/or revenue streams.
- The committee discussed ideas to improve the University's efficiencies in operations throughout departments, including electronic measures that provide savings in time and staff. Areas discussed included the onboarding process, staff training, and development of procedure manuals.
- Dr. Westfall recorded specific recommendations discussed and refined by the committee. On a motion by Dr. Smith, seconded by Mr. Gladden, the following recommendations passed unanimously:
 1. The committee recommends that the cabinet require all offices on campus to initiate an efficiency review focusing on reducing the use of paper and automating processes, such as the currently inefficient / absent on-boarding process. Directors, Chairs, and Deans should meet with their VP to discuss efficiencies by April 1, and VPs should report opportunities, plans, and efficiency processes to the cabinet and budget committee by May 1. Budget savings will be realized by reduction of errors, better customer service leading to recruitment and retention, and reduction of paper purchases.

2. The committee recommends that the cabinet require each office on campus have an up-to-date Standard Operating Procedures (SOP) or “desk manual” that outlines the office’s charge, mission critical functions, on-boarding procedures, and day-to-day operations / step-by-step guides for business functions. Initial drafts of these manuals should be provided to each VP by July 1, 2024. Budget savings will be realized by reduction in training time, knowledge of office functions and responsibilities, and reduction of errors.
 3. The committee recommends that the cabinet require Directors, Deans, and Chairs to submit annual professional development plans for all staff on technology, policies, and content knowledge. New employees must also have plans created during on-boarding. These plans must be in writing, and Directors, Deans, and Chairs are required to report to their VP the professional development status for each staff member, each year. Budget savings will be realized by reduction of errors, knowledge of software feature sets, and self-directed problem solving.
- The committee continued discussion of current tuition and fees, including course fees, and the possibility of an increase for the 2024-2025 academic year.
 - On a motion by Dr. Westfall, seconded by Kristen Land, the committee meeting voted to adjourn at 4:11 p.m.
 - The next meeting will be held on Tuesday, March 5 at 3:00 p.m.