
Campus Board: Minutes

Campus Board

3-25-2021

Campus Advisory Board Budget Workshop : 2021 : 03 : 25 Minutes

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Campus Advisory Board

Budget Workshop

March 25, 2021

10:00 am – 12:00pm

Summary Notes

Attendees:

Chair Melissa Seixas

Regional Chancellor Martin Tadlock

Board Member Lisa Brody

Board Member Susan Churuti

Board Member Scott Goyer

Board Member Lawrence Hamilton

Board Member David Rosengrant

Board Member Debbie Sembler

Chair Melissa Seixas called the meeting to order at 10:00am. She welcomed New Board Member Lisa Brody and everyone else. The main purpose of this meeting is a review of the USF SP campus budget.

- Next Campus Board Meeting is April 22, 2021.
- Chair Seixas is hoping to incorporate ample time to be sure Campus Board members have time to ask questions and have meaningful dialogue and discussion.

Regional Chancellor Tadlock did roll call. Chancellor Tadlock stated that Charlene Ponce, who was his Special Assistant, has left the University. Brenda Lyons is now in now wearing two hats, supporting the Chancellor, as well as Academic Affairs. Amberly Nelson will continue supporting the efforts of the Board with Brenda Lyons.

Presentation of the budget led by **Nick Setteducato**, Interim Regional Vice Chancellor for Administration and Finance at USF St Petersburg campus and USF Associate VP for Resource Management and Analysis Group. He is supported by David Everingham, Associate Regional Vice Chancellor for Administration and Finance. We have other folks that can address other specifics such as, Laura Zuppo for Enrollment, and other colleagues from Tampa that

support us, such as David Lechner and Nick Trivunovich. This is our initial step in defining our budget for the next fiscal year.

Nick is pleased the Board has taken the initiative to do these Budget Workshops. We had two last year to help bring the Board along with us and to get valuable input from the Board on how we use the resources we receive. This is the first step towards looking at what you would recommend to the President from this campus for Fiscal Year 22.

Mr. Setteducato reviewed the [Preliminary results for FY21, Preliminary Budget Scenarios for FY22 PowerPoint](#).

Mr. Setteducato discussed

- FY21-22 Operating Budget Calendar for USF (OB)
 - Our current year budget by campus and funding source
 - Beginning and ending carry forward position with inflows and outflows (similar to a cash flow statement)
- Salary Category Detail (SCD)
 - Position control report including benefits (3x per annum)
 - Three point in time reports that have details down to the campus, department and positions. It's a reconciliation of the amount of budget authority that is in salary rate and the positions that are filled and unfilled. It's not a report that defines who is organizationally responsible. The Advisory Board of the campus has the role of providing a recommended budget to the President, which gets consolidated along with the campuses and get recommended to the Board of Trustees
 - Summary of how many are in control of St Pete campus. Can we split out the ones that are on our campus and throughout?
- Legislative Budget Request (LBR)
 - Proposed initiatives requesting funding
 - Budget reduction scenarios
 - PBF (Performance Based Funding) investment reporting
- Fixed Capital Outlay (FCO)
 - The way in which we are using funding for capital projects.
- Carry Forward Spending Plans (CF)

- That amount of accumulated surpluses that are called carry forward from our state budgets. There have become many more restrictions on the use of those throughout the years. There is a detailed plan that needs to be submitted, not only by campus, but by initiatives and various topics, which has become a format we've had for the last several years, as the spending guidelines have become more restrictive each year.
- Is a non-recurring resource. The accumulation of underspent budget. It's like a savings account of surpluses through the years.

Discussion with Nick Setteducato:

\$250,000 from USF St Petersburg was transferred to John Hopkins All Children's Hospital, by decision of the President. Asked by campus board member: Is it E&G or Carry Forward? E&G or Carry forward during a fiscal year are synonymous in a few ways. We gave them \$250,000 in support. In the beginning of an actual fiscal year, when that wants to become a codified recurring source, we will be transferring E&G budget to them. From that point they own it and they could use it how they choose. Think of it as a cash amount to supplement their budget this year. Next year it would become a formal recurring amount they get transferred to their budget and it will be part of their recurring budget.

Question from board member:

Is there a method outside of courtesy that reports back to the legislative body that money was moved?

- We have to provide a formal transfer of authority. That will take place in our operating budget for FY 22, when \$250,000 that was appropriated to the St Petersburg campus is now being transferred to the USF Health Center.

Our E&G budget is \$54 million and on an all source standpoint, our annual budget is \$80 million. Our concerns right now are our Auxiliaries & Concessions, which is the lack of housing a parking revenues. Our portfolio of Contracts & Grants is mainly driven through our faculty and the grants they've been awarded. Our campus is having much more of a research presence and hopefully in the future as we do things with the environmental sciences, this being a hub for it, that will explode even more, as those faculty members come on and we start having research grants in the sciences, as well as in the psychology disciplines.

Board Member Susan Churuti said she is a volunteer for the Episcopal church and they have a residential homeless facility providing in depth trauma informed care for 15 families. One of things is they are relying on USF family service center which is critical to a lot of charities in Pinellas county. They are reliant on the Family Studies Center. Dr. McHales' work is something that a lot of charities and service providers in Pinellas County rely on. **Would like an update at the next Campus Board meeting on April 22, 201 to get an update on the history of this funding, where it's come from, raise the scrutiny of it, to make sure that the community that relies on him isn't going to be let down.** Susan will send out a two minute video that explains the co-parenting model that Dr. McHale has, particularly working with children ages 0-3. Susan said it's very important to the community. Dr. McHale's work is life changing as well as rewarding for the campus and the community. USFSP [Family Study Center on Youtube](#) with James McHale.

Nick discussed the Considerations in planning for FY22 Budget:

- Legislative Results-yet to be determined
- Federal Funding Support (one-time funds)
 - CARES (Coronavirus Aid, Relief, and Economic Security Act)
 - HEERFII/CRSAA (Higher Education Emergency Relief Fund II as authorized by the Coronavirus Response and Relief Supplemental Appropriations Act)- Approximately \$54 million coming to USF (\$17 million goes directly to student financial aid). These are one time funds.
 - ARP (American Rescue Plan)- Approximately \$103 million coming to USF (\$52 million goes directly to student financial aid). These are one time funds.
- FY22 Enrollment/Housing- still an evolving outlook
- Strategic investments
 - Environmental Sciences cluster, Medical Lab Sciences, consolidation impacts
 - Keep F.S. 1004.341 in our planning sights- Biennial regional impact report, beginning July 1, 2021 for specific University investments in Pinellas, Manatee, and Sarasota Counties
 - Need for cross-campus budget insight for University-wide planning
 - There are strategic investments that need to be set aside. If there is any optimism in our going forward budget, whether it's around tuition or lesser amounts of cuts or additional appropriations, we need to make sure we set aside for faculty hires in the environmental science clusters,

for medical lab science programs, for consolidation impact (equity between salary structures between campuses.)

- Need for cross-campus budget insight for University-wide planning

Nick reviewed E & G Budget Components (Preliminary FY22) and discussed preliminary looks at next year's budget.

Nick brought up a document just received from the Board of Governors today. It is recommendation for this year's budget.

- Governor DeSantis provided his recommendations which included a net \$40 million reduction in the state university system budget.
- The senate came in with their recommendation of \$240 million reduction consisting of Administrative Efficiencies Reduction of \$38 million, Program Reduction (E&G) of over \$216 million which equates to a 4.6% reduction across the state university system.
- The House will be providing their recommendation today.

Instead of an 8.5% cut, if an additional 4.6% cut occurred, what would that look like in our budget? BOG asked for an 8.5% cut last year. In our planning, if there is an additional 4.6% cut, and we have excess, where is the strategic priority going to be. We will need to start setting aside funding for the Cluster hires in the Environmental Sciences. Also discussing the impact of consolidation and equity. There's a lot of work being done from our HR groups across all USF examining equity and salaries for faculty, staff and administrative staff. Examining the difference in salary and equity for this is about \$3 million. How much of this do we prioritize since it's very important that we shouldn't have these major differences between campuses since it's the same job being done on both campuses. We need to plan for the growth in these programs.

Nick discussed that we need money for Deferred maintenance fees. We need to fix air handlers at Marine Science and we need a central plant. Nick asked, if we have excess resources, what is the highest priority that we would use it for? Clusters, salary equity, deferred maintenance, cooling system on campus, changing out roofs. When we were in a position of full enrollment, we had resources for maintenance on campus. All of it is aged and documented.

David Lechner said the state has not given us any money for Deferred Maintenance. One of the things on the wish list is fixing the Air Handlers in Marine Sciences (\$3.5 million) and they need a Central Plant. Wanted to bring up the deferred maintenance piece.

- Nick stated that we have to think about this amount that we take from carry-forward and invest. The state is no longer providing us with recurring budgets to keep up with deferred maintenance.

Questions:

Is it a safe assumption that we know the "life expectancy" of roofs, HVAC, etc. so we can plan for these future expenses?

- Our facilities folks in collaboration on both campuses, know about the peninsula and what's needed to maintain it. We know we're going to have to replace our chiller plant in the coming years, and we'll have to maintain our cooling system on campus. We're getting to the end of life on some of those items in our physical plant, and we know we have to change out roofs. When the campus was in a position of full enrollment, we were able to have a lot more flexibility with our carry forward and use that to supplement some of those projects.
- There are going to be other buildings that need repairs over time, and all of this is aged and document.

Chair Seixas asked about salaries and positions at USFSP that have now university wide responsibilities. Do we have a sense of what number of positions of those housed in Tampa, that have taken on responsibilities at St Pete and Sarasota?

- At this point, we don't know of any budgetary impact. We are going to look at these cross campus wide. We have separate appropriated budgets and when we look at these, there's going to be questions about should there be cross subsidies in both directions.

Board Member Susan Churuti asked with the funds allocated to the USF campus, can we allocate funds from recurring dollars that will encourage moving and expanding existing programs from USF Tampa to USF St Pete campus. We don't know what the incentives are. Thinks the Deans may not have incentives to bring their programs to USF St Pete, particularly in the strategic areas or initiatives unless we provide them the incentives. It's another option for us to utilize recurring dollars where we think the most important strategic areas are and prioritize them for our community and perhaps get budget allocations from our legislatures or budget control over our recurring dollars so we can incentivize these expansions and changes.

- The Multi-campus deans don't have the resources/funding in their budget the ability to bring over programs to St Pete or to create new academic programs without our help.
 - For the Oceanographic Environmental Science Cluster to move forward on our campus, we need to have in our budget, the E&G and the base funding we need to expand our existing undergraduate programs that apply directly to supporting that cluster or work with the Deans to bring new programs to this campus, that we haven't been able to offer in the past. They don't have the resources to do this.
 - It's important to implore the legislature for money to support this. Neither campus has unallocated resources for this.
- Chair Seixas stated this is an incredibly important discussion, especially as externally we're hearing more dialog and excitement about the five academic clusters. There was a list of a variety of potential funding sources, but we need to continue asking for the next iteration on how we arrive at that. If St Petersburg is responsible for coming up with those funds, we are part of One University, so how does that work, whether through the legislative request, which is one bucket. **We should add this to the agenda for consideration to the next Campus Board Meeting on April 22, 2021, to have a deeper conversation.**

Nick discussed Carry Forward

Based on our forecast that was done recently, we believe next year we will begin with almost \$12 million of carry forward. They have identified about \$7.6 million that needs to be set aside out of our Carry Forward budget, to make sure we have it for repairs and maintenance, either on our deferred schedule, or for emergencies that come up, because the state doesn't provide us with recurring funds anymore.

Nick discussed Housing Auxiliary

We are all very optimistic that this year we will be more than turning the corner on our enrollment issue. There is a great cross campus team on planning for housing, parking and our major auxiliaries. He is pleased with the work that Susan Kimbro, and her team and Anna Hernandez, Director of Housing on Tampa campus, have been doing and working so well together.

In planning for next year, we'd like to be in a position that we'll have 95% occupancy, to cover expenses from the revenue, but there is uncertainty.

Parking revenues are very low as well. Any additional amount of employees on campus, we should be getting back to break even quicker with parking than housing.

Chair Seixas asked Nick if we had predicted that we would be at 95% occupancy when we invested in these housing facilities

- That is our planning target that we use every year under normal circumstances.
- We are at about 33% current occupancy. Tampa is about at 60% occupancy.
- There is still a lot of work being done relative to the federal funding. If we are able to use that support, we won't have to dip into our auxiliary savings that is there for the deferred maintenance of those facilities.

Chair Seixas stated that she knows Laura had to drop off, in the Enrollment campaign, is there a complimentary campaign to encourage students and their family to consider on campus housing as well?

- Nick referred to this cooperation to what Anna and Susan is coordinating overall, and that the marketing that is being done should be very effective. There is a very strategic tie to that.

Board member Susan Churuti wanted to follow up on the residency issue, when they were making decisions to build the residency hall, one of the things they relied on, was student success is better when they live on campus. Is there any insight about whether students will want to be back on campus, now that things are opening up and vaccines are available?

- Cathi Cardwell stated that in Summer B, we should have an increased number of in person students. Approximately 70% of courses being held for FTIC's are being held in person.
- [The Governor is lowering the age for coronavirus vaccine](#) to age 18 in a couple of weeks, so that should have a big impact on us. Continuing students have traditionally wanted online classes in the summer. We're anticipating more in person student body.

Nick discussed Next Steps

Nick would like to share with you about what next year's budget will look like that you would feel confident in recommending to the President.

Nick would like feedback about interim communications the Campus Board would like from our teams, whether it's about our development of these budgets, the legislative sessions, etc.

We will schedule another Budget Workshop soon. If we could schedule a workshop follow up in June or sooner to have a more concrete discussion on what ultimately would be recommended. Nick and Chancellor will provide updates as they evolve. If there is surplus, and as we see opportunities for strategic investments and initiatives, we should be able to quantify that more specifically by the next workshop session.

Chair Seixas thanked Nick and his team for everything they did to put this together. She would like to meet more frequently in these budget workshop sessions so when they meet at their campus board meetings, they would have more information and be more effective.

Laura Zuppo- Regional Assistant Vice Chancellor of Student Success - Enrollment & Transitions

Tours on campus have been going very well. This week they had several out of state families come in. Increased tour capacity on all three campuses.

Saturday is our virtual event called Bulls Unite at Anchor for Admitted Students. We have an RSVP count of 202 total for this virtual event, and of that, 133 are students and 59 are parents/guests who have registered. We haven't seen numbers like this since 2018. We're hopeful we have a good show rate (participation rate) since virtual events have been running about 50%. They still have time to RSVP so we hope to see the count keep ticking up.

Regarding the numbers... We are still on target to get to about 2300+ admits for SU/FA FTIC (first time in college classes).

- Summer FTIC: admits up 17%; deposits up 2%; Goal: 280
- Summer Transfer: applications up 8%; admits up 30%; Goal: 140

- Fall FTIC: admits up 212%; deposits up 30%; 186 Admits are Honors; Goal: 370
- Fall Transfer: applications up 8%; admits up 33%; Goal: 530

Keep in mind for summer and fall classes, we are still doing our Redirect Campaign, where qualified candidates who originally applied to the USF Tampa campus were admitted to USF St Pete campus. They can stay the entire time with us and choose to stay, or after their Fall semester, they can choose to go and register and live at the USF Tampa campus. The goal is to meet the 650 new student enrollment.

- In Redirect Campaign, how will we track that?
 - We have an attribute (field in our student information system) that tracks them and we'll be able to run data.
 - Last summer we had 109 students matriculate in summer, who were part of this Redirect Campaign, and we still have 63 who have their home campus St Pete.
 - Of the 109 students that applied to Tampa were assigned to St. Petersburg, how many resided on the St Petersburg campus?
 - **Laura can look at that data.**
 - They can take classes anywhere, and they might choose to live in our residence hall
 - Whichever campus a student takes a course, that campus gets the revenue. The housing revenue goes to which campus they live on.
 - **Melissa volunteered members of the Campus Advisory Board to be participate in the Call Campaign. Laura will get something out today or tomorrow.**
 - How are students being redirected from USF Tampa to St Pete?
 - Dean Besterfield decided to expand the Redirect persona. He elected to do a summer and fall redirect, in state and out of state, not competing with USF SM, only people that have a major we have on campus, and people that applied after January 6, 2021. The goal was to get over 2300 FTIC admits, over 1100 of our 2123 (at this on Monday) we have so far, were part of the Redirect Campaign.
 - This has to be a short term initiative and a strategic investment in our clusters, to grow the number of majors we offer on our campus, will help increase the native applicants (the students who their first choice is us) to St Pete campus.

There is still uncertainty about course modality. Students and families don't know if they want to go in person or not. Once we see more information about that population and vaccination, we think people will make more final decisions. We're seeing lagging commitments in our residential halls and this is across USF. Pleased with upward trends.

We opened up Orientation Registration and we just completed a faculty Phone-a-thon. Demonstration of personal touch is where it's at with this age group. As a means to try to engage the students and have them see themselves on our campus, we have a mailing we're doing where the chamber donated sunblock, we have sunglasses, stickers, that we sent the students.

We have a separate Phone-a-thon for our Underrepresented students and have been engaging with members of our community, that will kick off April 1, 2021. Michelle Madden has been gathering volunteers for that.

Questions for discussion:

What is the diversity, ethnicity and gender on our campus?

We continue to see more females applying, and over 1/3 of our admitted students were underrepresented students (coming from Hispanic, Asian, black, or those who indicated two or more race ethnicities).

Comment: If the goal is to have a diverse campus, it's important to look at the Residency of the students as well. Would like to make sure we got information that was meaningful to tell us about those issues.

- Laura said they are trying to do a lot to promote the Residence Halls and wants to see how the vaccine will affect this.

When looking at where tuition goes, is it based on instructor and which campus they're housed. If a faculty member based in St Petersburg is asked to teach on Tampa campus, where does the tuition go?

- If a faculty member is teaching a course at St. Petersburg where they're housed, St Petersburg campus would get tuition and fees.
- Whichever campus the course is being taught is where the tuition and fees go.
- If a faculty member teaches on another campus, there is a reimbursement in the background to cover costs of instruction for that faculty member.

- If a Tampa faculty member taught in St Pete, we would reimburse for that tuition.

Other Business:

Commencement information- Amberly Nelson stated that following the President's announcement, we will be hosting commencement at Tropicana field on Saturday, May 8th. There is a significant amount of students that have rsvp'd. It is likely we will host two ceremonies due to covid, numbers attending and limited guests.

BOG at USFSP

Nick stated that USFSP will be hosting BOG on this campus on June 22-24, 2021. We are anticipating 75-100 in-person guests. We will give them tours on our campus, and it will be by invitation only because of covid.

Action Items:

- Family Study Center update on history of funding- requested by Board Member Susan Churuti.
- Campus Board participation in Student Calling campaign
 - Will be calling underrepresented admitted first year students
- Summer 2020 Tampa redirects who lived in residential halls
 - Laura will send more information about this
- Chair Seixas recommended more frequent Budget workshop sessions

With no further discussion, Chair Seixas adjourned the meeting at 12:00pm.