University Budget Advisory Committee

Minutes – 10/25/2021 Meeting

At-large faculty members present:	Nabil Al-Tikriti (Professor, CAS)
	Laura Bylenok (Assistant, CAS) – Secretary
	Randall Helmstutler (Associate, CAS)
	Suzanne Sumner (Professor, CAS)
College representative members present:	Chris Garcia (Associate, COB)
	Liane Houghtalin (Professor, CAS) – Chair
	Kyle Schultz (Associate, COE)
USC representative members present:	Arin Doerfler (Sr. Accountant-Fixed Assets)
	Kim McManus-Carini (Operations and Finance Coordinator)
	Marta Smith (Asst. Controller-Compliance)
Athletics representative member present:	Patrick Catullo (Director of Athletics)
Student representative member present:	Ellelyshia Ardo (SGA)
Guest:	Hall Cheshire (Chief Information Officer)

The meeting was called to order at 2:03pm. Summary of discussion:

1. The meeting was dedicated to a presentation from Hall Cheshire, Chief Information Officer. Mr. Cheshire began with outlining the biggest budget challenge in Information Technologies (IT), which is staffing. In 2009, IT employed 45 full-time equivalents (FTEs) and now employs 24 FTEs, which means staffing has been cut nearly in half. Because of this, there is very little redundancy in skills and knowledge among staff, and there is a risk that if certain staff members leave the University, it would be very difficult to replace them.

2. One strategy to address reduced staff is to move critical systems to the Cloud, which is also the general trend in higher education and other industries. An example of this is Banner, which is a complicated system to support because of management challenges of a system that large as well as funding issues with replacing hardware, and moving it to the Cloud will help with some of those challenges. Other systems moved to the Cloud include Microsoft Office 365 and the University website. In general, the strategy is working, in that it's allowing the IT staff to remain fairly lean while continuing to provide enterprise resources.

3. The meeting transitioned to questions. Dr. Houghtalin asked about Cloud security and about who owns the material hosted in the Cloud. Mr. Cheshire explained we have a regular assessment before an application is purchased on the Cloud, and we require several security measures, including an annual report by a third-party security auditor. In addition, vendors sign a contract addendum that requires them to meet our control requirements, including specifying that our data will only be hosted in the U.S., that the data the vendor processes for us is ours and not the vendor's data, and that the vendor must delete data when the contract is over, among other requirements.

4. Discussion moved to budget implications, and Dr. Houghtalin asked whether the University saves money by transferring systems to the Cloud. Mr. Cheshire said it's a matter of cost shifting rather than cost savings: costs shift away from staff and hardware to the cost of moving systems to the Cloud; sometimes there is a savings, but often it's cost neutral. The

benefit, however, is better fault tolerance, better disaster recovery, ability to manage with a small staff, and better flexibility of systems.

5. Ms. Doerfler asked about the possibility of moving away from Banner. Mr. Cheshire said we've been looking for alternatives for about eight years, and that the current version of the University's six-year plan references purchasing a new Enterprise Resource Planning (ERP) system. Several institutions in the state, including UVA, are moving to a system called Workday, which is native to mobile and to the Cloud and is a more modern system than Banner. Mr. Cheshire noted that changing an ERP system is extraordinarily complicated and expensive, and to move to Workday would be a project carrying a cost of approximately $12 million.

6. Discussion returned to the challenges of staffing, and Dr. Houghtalin asked about the ability of IT to offer competitive salaries to recruit and retain staff. Mr. Cheshire said our salaries are low by standards of higher education and general IT, which makes it difficult to compete, especially considering we are competing not only with other universities in Virginia, but also with any other industry that uses systems like ours, including banking, healthcare, and other institutions. Salaries have not kept up in that regard and it's often a challenge. However, Mr. Cheshire noted that Jeff McClurken and Paul Messplay have been discerning supporters of the organization when it comes to technology, and that when there is a pressing need, IT has been able to advocate and get the support and resources required.

7. Ms. Doerfler asked whether IT has any plans supportive of moving away from paper. Mr. Cheshire said there are some pieces of technology the University as a whole would benefit from, including electronic signatures and document management systems, for example, and that these have been discussed but that there is a question of cost and where funding would come from for those projects. Mr. Cheshire also noted that Workday has many systems built into it and would support this and much more.

The meeting was adjourned at 3:07pm.

Respectfully submitted,

Laura Bylenok

UBAC Secretary