

University Budget Advisory Committee

Minutes – 9/15/2022 Meeting

At-large faculty representatives present:	Laura Bylenok (Asst. Professor, CAS) – Chair Brad Hansen (Professor, CAS) Drew Delaney (Senior Lecturer, CAS) Dan Hubbard (Assoc. Professor, CAS)
College faculty representatives present:	Liane Houghtalin (Professor, CAS) – Co-Secretary Alexis Rutt (Asst. Professor, COE)
USC representatives present:	Arin Doerfler (Senior Accountant-Fixed Assets) – Co-Secretary Kim McManus-Carini (Operations and Finance Coordinator) Ryan Snellings (Collections Manager)
Athletics representative present:	Patrick Catullo (Director of Athletics)
College faculty representative absent:	Smita Jain Oxford (Senior Lecturer, COB)
Student representative absent:	Ellelyshia Ardo (SGA)
Guest:	Hall Cheshire, Chief Information Officer

The meeting was called to order at 4:00 pm. Summary of discussion:

1. Dr. Bylenok announced that meetings would be recorded. Recordings will serve to aid not only those taking minutes, but also absent members in keeping abreast of the work of the committee. Recordings are not to be shared outside the committee.
2. Committee member introductions.
3. Dr. Bylenok asked Mr. Cheshire to provide an overview of the budget in terms of planned spending and any areas of additional anticipated need for the coming budget year.
 - a. The IT Department:
 - i. IT Department is comprised of approximately 24 FTE (full-time employees) and several student aides (in comparison to 2009-10, there were close to 50 FTE)
 1. Help Desk (includes student aides)
 - a. Help – receives calls/emails for assistance
 - b. Desktop Support Technicians – configure, deploy and fix computers and printers
 - c. AV Group – responsible for all of the AV Technology on campus
 2. Security Group
 - a. Information Security Officer
 - b. Security Analyst
 3. Network and Telecommunications Group – provides network infrastructure, connectivity wired and wireless internet, and telecommunications support
 4. Data Center and Server Group – maintains server and storage system
 5. IT Business Office – handles procurement for all of IT
 6. Enterprise Application Systems – support Banner and its integration into other systems

- ii. Overall Budget approximately \$6M, split almost equally between:
 - 1. Salaries and Benefits
 - 2. Other Expenses – Banner, Apogee, Zoom, etc.
 - b. Budget Needs on the Horizon
 - i. Over the past couple of years several projects have been approved and completed, to include:
 - 1. Cisco phone systems updated to Zoom
 - 2. Banner moved to the Cloud and hosted by Ellucian
 - ii. No big asks for technology, other than continued support for replacing systems as they become obsolete:
 - 1. Desktop computers – portion of the budget is allocated to replacing the oldest computers on campus each year
 - a. There is enough money in that allocation to replace computers roughly every five years.
 - 2. Back-end systems like enterprise storage, servers, network infrastructure (wireless access points and switches)
 - iii. ETF (Equipment Trust Fund) – approximately \$655K provided by SCHEV, divided into thirds for purchases not covered in the normal operating budget:
 - 1. Academic
 - 2. IT Data Center/Network Infrastructure
 - 3. AV
- 4. The meeting transitioned to questions.
 - a. Dr. Bylenok asked about the technology that is continually being replaced and the five-year goal, particularly where we are in the process currently and how old the oldest computers are.
 - i. Exact information was not available, however Mr. Cheshire said that up to this meeting there are still devices that are seven years old. He explained that the pandemic slowed down the replacement process, since much of computer replacement is one-on-one tech and end-user interactions and campus members were mostly off-site.
 - b. Dr. Bylenok asked if all of the replacements are covered by the main IT budget or if costs are shouldered by individual departments.
 - i. Mr. Cheshire said that all aging replacements are covered within the IT budget, the exception being new department hires – computers for new full-time employees are covered by departments.
 - c. Dr. Bylenok mentioned our conversation last year where Mr. Cheshire discussed replacing Banner and moving into a new enterprise resource planning system (ERP), asked if there was an update on that project.
 - i. Mr. Cheshire said that there is no update other than it still being under consideration with our strategy for technology. We have wanted to make the change, as many of our peer institutions have, tracking the changes within the market for higher education ERP systems. Ellucian Banner holds a big chunk of the marketplace, maybe as much as 60% for higher ed institutions. Other products like Workday are making inroads to compete with Ellucian. We have had Workday come to campus, meet with the Cabinet, talked to Washington and Lee about their Workday implementation. Talks continue and we are currently keeping an eye on the market, discussing with our peer institutions to get a sense of what they are thinking. Mr. Cheshire said that

the ERP system is part of the six-year plan and a possible expense in the future. That we need to do our due diligence to understand how the marketplace is changing, who the major players are and if we decided to make a move, what that would look like in terms of not just cost, but time and people.

- d. Dr. Houghtalin asked how our personnel are doing, if there is much turnover.
 - i. Mr. Cheshire said fortunately, we do not have a lot of turnover. We have a lot of long-term employees that have been with UMW for 10-15 years, in some cases 20 years. We (IT) are a smaller department and we are about as lean as we can get with FTEs. If someone resigned, we would need to fill that position otherwise there would be an impact on service. For context, IT FTEs were cut in half, going from somewhere around 50 people to approximately 25, a pretty drastic change in roughly 12-year period. Another trend that is taking place is that we have been moving systems off campus and into a cloud-based system, by doing this we are basically subscribing to the software as a service where the vendor then takes care of the maintenance of that system. The vendor replaces hardware that goes obsolete, keeping and maintaining staff required to do the upgrading, software patches for security. That has allowed to not have to replace some of the personnel that have left UMW. We are at the point now where we need the staff that we have to support everything that we are managing.
- e. Dr. Houghtalin followed up with mentioning last year's conversation with Mr. Cheshire in which there was some concern of there not being much redundancy in people being able to do each other's jobs.
 - i. Mr. Cheshire said that it is about the same as last year. There are some positions where people are supporting critical processes or critical systems and if they resigned it would create a challenge on a number of fronts. I have confidence that I could go to the administration with the need to replace those critical positions and it would be approved. The next hurdle would be salary available to recruit someone with similar skills, that is a challenge. People have worked at UMW for many years for a whole variety of reasons to include work-life balance, commute, etc, but their salary may not have kept up with the market. Filling a position on that existing salary would be a challenge. To mitigate the risk of system or process downtime, Mr. Cheshire said that he has established relationships with technology system integrators in the greater Richmond and Fredericksburg areas, so that those critical fill positions could be back filled by a contractor until we could get someone hired. While there is still some risk, we do have some risk mitigation in place.
 - ii. Mr. Cheshire said that if he could pay higher salaries, he could recruit people more quickly. If he had a few additional FTEs he could spread that knowledge amount them, so there wouldn't have single points of failure; though this is a challenge, it is being managed.
- f. Dr. Houghtalin said you were talking about the salaries not being where they need to be for highly valued technical people, it surprises me that we haven't lost a lot of people because we hear talk of a great resignation and the scramble to fill those positions. I am surprised that we didn't experience people jumping ship in those

