Budget Outlook from Senior Vice President Tim Burgess

Each July, The Business Affairs Advisor conducts an interview with Senior Vice President for Finance and Administration Tim Burgess. This year’s conversation naturally focuses on the budget.

Burgess: We are starting FY11 in as good of a financial posture as we’ve been in for over two years. That’s because the entire campus has managed very responsibly and cooperatively in terms of controlling expenses, managing revenues and dealing with the budget cuts. We’ve also been helped significantly by the Regents in authorizing tuition increases over the last two years.

The fact that the June revenue report was up almost 4% – which is not only positive but the most positive month we’ve had in over a year and a half – is an encouraging sign, but it’s yet to be determined whether it represents a sustained uptick in state revenues. We’ll know better later in the fall when we’ve had the opportunity to look at a few more months of revenue collections.

However, on the heels of all of this encouraging news comes the realization that the state budget is still basically out of balance given where FY10 ended and where the forecast that the governor and legislature built the FY11 budget on had projected it to be. We know that there is going to have to be some kind of adjustment made in bringing the FY11 budget back into balance. The question is – will it right itself with increased revenues if the economy has potentially turned or are we in for 12 more months of sustained downturn, which means it will have to be balanced with additional reductions across all state government?

Out of an abundance of caution, the Governor’s Budget Office has asked state agencies to prepare various budget reduction scenarios at 4, 6 and 8% for FY11. We don’t yet know what this means for FY12 because we haven’t received any instructions. At this point, the Budget Office is trying to prepare for any and all contingencies when getting ready to work with the new governor in November and assemble a budget for January. Again, whether we actually have to implement any of these scenarios depends largely upon state revenues, which won’t be known until we have several more months of returns to analyze.

(story continues on page 13)
TRS Rate Change Takes Effect

Employees who participate in the Teachers Retirement System of Georgia (TRS) will notice a difference in their paychecks this month. That’s because the changes approved by the TRS governing board last fall took effect July 1, 2010.

If you participate in the TRS retirement plan, your contribution will increase from 5.25% to 5.53% of your salary, and the employer (UGA) contribution rate will increase from 9.74% to 10.28%. These adjusted amounts will be reflected in your July paycheck.

Click here to review the original TRS memo, sent last fall.

EPA Self-Audit: Will Your Unit Be Ready?

During the week of September 20 – 24, the University of Georgia will undergo a comprehensive audit of all campus operations and facilities for compliance with 15 EPA regulatory programs.

The audit is part of the EPA’s national “College and University Compliance Initiative” and is being conducted in accordance with an agreement between the EPA and the Georgia Board of Regents to complete voluntary self-audits at all University System (USG) institutions. About a dozen auditors from USG institution schools will inspect the campus under the supervision of the auditing firm of Woodard and Curran.

The majority of the audit will focus on Resource Conservation and Recovery Act (RCRA) regulations, which primarily address hazardous waste materials. Also known as the “cradle to grave” law, RCRA governs the oversight of hazardous waste materials from their point of origin (cradle) through storage, handling and transportation to their ultimate disposal or treatment (grave).

In preparation for the self-audit, the Environmental Safety Division has requested that all laboratory personnel responsible for the management of hazardous waste complete the “self-audit inspection instructions” located on the ESD website. For more information on RCRA codes, please contact Environmental Safety Manager Chad Jordan.

Additional EPA programs that will comprise much of the remainder of the audit include:

- Universal Waste Management – labeling, storage and disposal of fluorescent light bulbs and rechargeable batteries;
- Used Oil – labeling, handling and storage of PCB-containing materials and oils including cooking, motor and pump;
- Storm Water Management – oversight of runoff to storm water drains from such sources as pools, vehicle maintenance areas and construction projects; and
- Hazardous Substance Release – oversight and reporting requirements for releases of hazardous substances to the environment.

Under the agreement, any violations discovered during the audit must be disclosed to the EPA and the University will be required to develop and implement corrective action plans to address them. In return, the EPA has agreed to reduce or waive the fines and penalties normally associated with documented violations. Pertinent information on each of the 15 EPA regulatory programs related to the September audit is listed on the ESD website.
The University of Georgia will kick off the 2011 Campaign for Charities on Thursday, October 7 with a breakfast for campus leaders and campaign captains in the Magnolia Ballroom of the Georgia Center for Continuing Education. More details will be forthcoming to the campus community.

UGA participates annually in this single campaign to support United Way and Georgia Shares agencies, as well as many other charitable organizations.

UGA Parking Services Wins International Acclaim

University of Georgia Parking Services is changing for the better, and people are taking notice.

In May, for the second consecutive year, the department was runner-up for the International Parking Institute’s Organization of the Year. LeAnne Fouche, a parking monitor in the North Campus Parking Deck, was recognized as IPI Staff Member of the Year.

“We're so proud to get this international honor,” said Parking Services Manager Don Walter. “We are committed to improving the parking experience at UGA, and this award is a nice tribute to all the hard work UGA Parking Services staffers have put in over the last year helping to launch our new initiatives.”

In 2009, Fouche received a gold medal for Customer Service Excellence Individual of the Year as part of the University System of Georgia Chancellor’s Awards.

“[She] does a common job uncommonly well,” her IPI nomination letter read. “She knows hundreds of customers by name. Hundreds of customers know LeAnne. She makes parking enjoyable and fun for customers. She dresses in costume on holidays and any special occasion. For example, on St. Patrick’s Day she dressed as a leprechaun and gave out green mints.”

Watch for a profile of LeAnne in the University’s faculty/staff newsletter, Columns, in the fall.

Dependent Audit Report Pending

The University System of Georgia initiated an audit of dependents on its medical plan earlier this spring, with the goals of ensuring fairness and controlling health care costs. Even before the final report of the auditor has been filed, the USG says savings have already been realized.

According to Tom Scheer, associate vice chancellor for life and health benefits with the University System of Georgia:

- Every insured University System employee with dependents on the medical plan as of March 2010 is being audited.
- Chapman Kelly is being paid a one-time fee of $281,578.44 to conduct this survey and analyze the results.
- Total estimated annual savings are approximately $4.6 million dollars. This is calculated by the estimated annual cost of $2,000 per ineligible dependent times 5% of enrolled dependents. The savings estimate is conservative, because national estimates indicate that between 5% and 12% of dependents on an unaudited plan are ineligible for coverage.

At UGA, nearly 250 ineligible dependents were removed from the plan after the amnesty period. As of July 8, an additional 148 ineligible dependents were identified and dropped during the verification period (which ended June 30).
Share Your Love of Learning: Adopt a Class

For the past four years, Physical Plant Services Director Dexter Fisher has devoted an hour and a half each month of the school year to talk with a group of students at Burney-Harris-Lyons Middle School. The topic might be basic business principles like ethics or it might be careers. Whatever the subject, Fisher feels that the time is well spent.

“I enjoy talking with young people about the University and the number of job opportunities we have on our campus,” said Fisher. “I think sometimes the kids in our community don’t understand what it takes to run a major research university and what the University of Georgia can offer them as far as a career.”

Representatives of three other F&A units share Fisher’s commitment to the Clarke County School District’s Adopt-a-Class program, which provides middle schoolers with real-world connections as they plan for high school and beyond. Kathy McCarty, assistant director of Administrative Services, has coordinated a team at Burney-Harris-Lyons for the past two years. Susan McCullough, a senior financial accountant in the Bursar’s Office, has led a group of coworkers volunteering at Hilsman Middle for the past three years. Food Services also places a team at Hilsman, coordinated by Training Specialist Kris Ingmundson.

“It’s the right thing to do for our community,” explained Ingmundson. “These kids are the future of this town, and the better prepared they are to succeed in the workplace and the more value they place on their own education, the better off the university and our whole community will be.”

The school system provides the volunteers with support to teach their assigned topics. The day begins with breakfast prepared by the Family and Consumer Sciences class, followed by an hour-long discussion with the volunteers. McCarty says her team enjoys donating a few supplies to the students throughout the year—items like rulers, hand sanitizer, etc.—which also help to illustrate key principles of their assigned topic, supply and demand. McCullough focuses on careers and enjoys the chance to share some of the diverse backgrounds of her colleagues (including her own previous military service) with the students, whose energy she finds to be contagious.

In all, a dozen UGA departments volunteer in the Adopt-a-Class program, but even more are needed. If you’re interested in finding out how you and your colleagues can get involved, contact Robin Weinrich of the Clarke County School District.

Young Dawgs Program Supports UGA Faculty

Scaled back due to budget issues, HR’s Young Dawgs program has evolved into a partnership with UGA faculty, primarily to foster interest in math, science and professional careers. This summer, 41 high school students participated in internships that included science research, lab experiences and other major career fields such as architecture, early childhood development and music business.

To qualify, Young Dawgs were required to have a 3.5 GPA and serious interest in a particular field of study. They submitted an application with cover letter and resume, and then interviewed with prospective supervisors. During the six-week internship period, the Young Dawgs reported to their work sites Monday through Friday and participated in two “lunch-and-learn” programs. Each student also made a final presentation.

If you know of a faculty member who would like to host a Young Dawg, please contact Jim Geiser in HR at jgeiser@uga.edu or 706-542-7341.

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Physical Plant Hosts Summer Interns

From June 1 - July 30, 2010, the Physical Plant Division (PPD) has been hosting eight students from the local area as part of the Northeast Georgia Summer Youth Work Experience Program. While no UGA funds have been used, the students have been paid to work 35 hours per week through federal funds.

The students were selected for the program following personal interviews with the PPD HR staff. “It is refreshing to know that there is a group of goal-oriented and success-driven future employees in our local area,” said Business Manager III Kathy Hines, who hosted one of the students. “I’m glad we’ve had the opportunity to mentor—and hopefully motivate—eight shining stars!”

Local students, ages 14-18, also will be eligible to work up to 15 hours in a federally-supported after-school program in the late fall. If you’re interested in hosting an intern, contact Laurie Rios or Dana McKnight at 706-546-8293, and ask for more information on the After-School Work Experience Component. Below is a brief article about the PPD summer experience, written by one of the participants.

Introducing the PPD PUPS!

By Ketwana (Shey) Dorsey

We are a group of eight students, supervised by different representatives of the PPD departments, who gain experiences introducing us to real-life work situations that occur in daily operations.

We are part of the Summer Youth Work Experience Program that is funded by the Federal Workforce Investment Act (WIA) for the purpose of providing training and work experience for economically disadvantaged youth to prepare them for entry into the labor market.

At the Physical Plant we are assigned to occupational areas where we’re learning and experiencing various aspects of our chosen career paths. Our assignments range from Business Management, Construction, Operations and Maintenance, Services, Energy, Sustainability and Human Resources to our Grounds Department. I’m enjoying myself and fellow coworkers in the short amount of time we’ve been interning, especially being a part of the PPD Pups program.

All of us say: “Thank you” for this great opportunity.
In December 2009, the University of Georgia began assigning decals to randomly selected vehicles. As of June 25, 2010, the “Report My Driving” stickers are now affixed to all state vehicles. So how are we doing?

The data provided by Driver’s Alert Call reports indicates that nearly a third of the incident calls for UGA vehicles in the first six months have actually been compliments. Most of the complaints have concerned unsafe lane changes (21%) and speeding (11%). The graph below depicts all reported incident types.

“Unsafe lane changing incident calls can be reduced if UGA drivers will use their turn signal every time they elect to change lanes,” said Assistant Director of Administrative Services Kathy McCarty, who oversees UGA’s risk management efforts. “Before changing a lane, look to make sure the lane is clear and be sure to check your blind spots.”

McCarty also cautions that the University risks $3 million every time a state employee drives on behalf of the University. Aggressive behavior like speeding should be avoided, she said.

As of June 25, all state vehicles involved in an accident must submit a photo of the damaged vehicle showing the Driver’s Alert decal. With the decal, vehicles are included in the “no deductible” policy for Auto Physical Damage losses, except for rear-end accidents caused by a state employee or colliding with a fixed object, including a parked vehicle. However, if the decal is not displayed, a $500 deductible will be assessed.

For additional information, contact Risk Management at 706-425-3250.

![Incident Call Type Trend](chart.png)
Sustainable UGA

UGA is committed to creating a culture of sustainability on campus. In light of the tragic conditions in the Gulf, the Office of Sustainability thinks you should be aware of the positive actions the University takes to reduce its dependence on oil.

Did you know UGA operates the largest campus transit system in the country? More than 9 million riders annually choose transit on the UGA campus. At any given time, a single UGA bus can replace over 50 personal vehicles on our local roadways. Having fewer vehicles on the road contributes to a safer, healthier campus environment. In addition, more than 30% of campus buses actually improve air quality. Recent tests by UGA engineers reveal that air that has been exhausted from new UGA buses is up to 40 times cleaner than the “fresh” outside air. Similar benefits also are derived when commuting via Athens Transit which, by the way, is partially underwritten by UGA Auxiliary Services and offered free to all members of the University community. In the future, campus and county transit systems also plan to incorporate hybrid electric technologies which will further reduce our impact.

If everyone on campus left their car at home for even just one day each week, collectively we could save approximately 925,000 gallons of fuel and 18,900,000 pounds of carbon dioxide and other greenhouse gas (GHG) emissions per year, not to mention keeping up to 20% gas cost savings in your own wallet.

In response to the devastating oil spill... to save money and meet new people... or simply for a new adventure, try commuting with Athens Transit and UGA Campus Transit. Also consider utilizing the more than 19 miles of bike ways on campus for a healthy commuting option that is safe for the environment, inexpensive and a great way to incorporate exercise into your daily routine.

Do your part – commute creatively! Walk, bike or bus more and drive less.

See you on campus. . .
Kevin Kirsche
Director, Office of Sustainability

References:
UGA Campus Transit

Calculation Notes:
33,000 Students - 6,000 On-campus residents = 27,000 students + 10,000 Faculty/Staff = 37,000 total people
37,000 x 10 miles/day (assumed avg. commute of 5 miles each way) = 370,000 miles / 20 mpg = 18,500 miles/day
18,500 miles/day x 50 (once per work week) = 925,000 gallons/year
925,000 gallons x 19.4 pounds CO2/gallon x 1.0526 pounds other GHGs = 18,888,907 pounds GHG/year (9,444 tons)
Reed Plaza Being Transformed

Visitors to the center of campus may be in for a pleasant surprise come September 1. That’s when the transformation of Reed Alley—the once narrow passageway between Reed Hall and Sanford Stadium’s north side—should be complete. The new, expansive Reed Plaza is scheduled to be ready for the first home football game.

The project will turn this formerly underutilized area into a hub of campus activity. The upgraded space will offer two separate restroom facilities along with a new concessions building. In addition, a large plaza will serve both as a place to congregate and as a convenient east-west passageway. Reed Plaza will be available to Student Affairs for programming space throughout the year.

Cross-Departmental Teamwork Yields Savings

Strong communication across departments has provided Finance and Administration the opportunity to incorporate three separate construction projects into one.

Over the past few months, staff members from the Office of University Architects (OUA), Physical Plant Division (PPD) and Environmental Safety Division (ESD) have been working in tandem to complete the Green Street project. This job consists of multiple infrastructure upgrades around the Davison Life Sciences Complex, located between East and West Green streets.

The first phase of construction was initiated by PPD, which developed a summer schedule to complete some much needed utility work in the area. After hearing about the scope of the project, ESD thought it would be an opportune time to upgrade fire truck access, so contacted the Architects Office for assistance with the creation of a hardscape plan that would meet modern fire access standards. OUA provided these documents, along with designs for an enhanced landscape and improved pedestrian connectors in accordance with the University’s Physical Master Plan. This project is now entering its final stages, and PPD is currently working with the contractor, ESD and OUA to help coordinate its completion.

“This combined effort will provide the University with substantial cost savings by capturing economies of scale and eliminating project redundancy,” said OUA Business Manager III Clayton Wilcox. “In addition, the University will be able to complete all three projects in the span of just a few months.”
F&A Honors Staff for Outstanding Service and Merit

Each spring Finance and Administration holds a recognition ceremony to honor its employees for years of service and meritorious performance. More than 200 staff members received awards at the May event, with those at the 30-year mark earning the pinnacle award: a University of Georgia rocking chair. Senior Vice President Tim Burgess is pictured with three staff members celebrating that milestone: Bobby Stephens of Building Services, Randy Lackey of Engineering, and Christine Gomes of Property Control. (Not pictured: Joe Morgan of the Printing Department.)

In addition, Burgess presented etched glass bowls to four employees in recognition of their outstanding performance in the following categories:

(l. to r.) Customer Service - Lynn Hix, Operations and Maintenance; Tough Dawg – Beverly Sexton, Food Services; Newcomer – Boryana Vasileva, Food Services; and Unsung Hero – Elizabeth Quillian, Bursar’s Office.

Culture of Support and Outreach to the Outlying Facilities

When most people think of the University of Georgia, the Athens campus usually comes to mind. However, world-renowned research is being conducted across the entire state in sites often referred to as “outlying facilities.”

Over the past nine years the Environmental Safety Division (ESD) has provided an increasing level of support, assistance and guidance to these sites, primarily in the areas of environmental protection, laboratory safety and regulatory guidance. Some of the outlying facilities employ as few as 10 employees and are located as far away as 280 miles from Athens. For example, agricultural and marine research is conducted in Griffin, Tifton, Brunswick, Skidaway, Sapelo and Blairsville.

Technical support from ESD includes, but is not limited to, hazardous waste management, annual regulatory training, respiratory protection training/certification, and laboratory assessments/consultations. ESD also provides support in two unique areas which are particularly valuable for the research mission, especially considering budget concerns: 1) ESD advocates for Major Repair and Renovation (MRR) funds to enable critical upgrades at the research stations; and 2) truly in the spirit of being environmentally sound, ESD salvages equipment and supplies replaced in campus renovations at the main campus (that otherwise would have been destined for the landfill) and diverts them to the outlying sites. It is estimated that more than $100,000 of materials—e.g., laboratory cabinets, case work and bench tops, flammable cabinets and chemical fume hoods—have been supplied since the establishment of ESD’s outreach program.

Click on any of the links below for illustrative examples of the vital research work being conducted at the outlying sites:

UGA MAREX Brunswick Turtle Excluder Devices (TEDs)
UGA Tifton Campus developed grass that was used in World Cup soccer
UGA Griffin Campus licenses invention that kills food-borne pathogens in minutes
Food Services Team Honored by Governor

The University of Georgia’s Food Services Meal Plan Operation Team was summoned to the State Capitol in late April to receive a Governor’s Commendation for Excellence in Customer Service.

The meal plan team provides more than 80,000 meals per week for its meal plan participants, and its excellence in customer service has earned numerous accolades. UGA Food Services recently was ranked in the top one percent of college and university food service programs by a national benchmarking survey and 12th in the country for “best campus food” by the Princeton Review.

“Our team has enjoyed record-breaking meal plan sales for 10 years in a row due to the team’s hard work every single day,” said J. Michael Floyd, executive director of Food Services. “We have participation rates at 125% of the number of beds on campus; that means that we are retaining an incredible number of students on the meal plan even after they move off-campus.”

UGA Earns SACUBO Best Practices Award for Water Conservation

The University of Georgia earned top honors for its water conservation efforts in the regional best practices competition sponsored by the Southern Association of College and University Business Officers (SACUBO) this spring.

As a result of the University’s “Every Drop Counts” campaign, first introduced during the drought crisis of 2007-08, UGA’s water use has dropped by 30 percent. The University’s conservation efforts have included many system retrofits to reduce water flow, as well as development of a master plan to minimize outdoor irrigation. In addition, a number of ongoing measures have been put in place, such as reducing single-pass cooling in research areas; installing cisterns to capture and re-use non-potable water; and capturing air conditioning condensate for non-potable uses in fountains, irrigation and cooling towers.

Assistant Vice President Kathy Pharr, who co-chaired the Every Drop Counts Campaign, and Energy Services Director Ken Crowe presented the University’s conservation plan at the SACUBO regional conference in April. They attribute the sustained success of the effort to two primary factors: changing individual behavior, while also making systemic improvements.

Listening to Customers

In anticipation of greater demand due to the opening of a new residence hall, Food Services will extend the hours of its East Campus facility, The Village Summit in Joe Frank Harris Commons, from 8 p.m. to 9 p.m. effective August 10.

Also, Bulldog Bucks is now accepted at all four meal plan dining commons: Bolton, Oglethorpe, Snelling and The Village Summit. The online account-based debit card program is open to students, faculty and staff. For more information, check the Bulldog Bucks Web site.

Kathy Pharr and Ken Crowe (at l. and r.) accept the SACUBO Grand Finalist Award following their presentation in April in Nashville.
Thinking Green

You can play a major role in the University of Georgia’s efforts to go green. Resource conservation works best when all of us work together. Try these Seven Simple Steps toward a more Sustainable UGA:

**See the Light!**
- Use natural daylight instead of artificial lighting whenever possible.
- Turn off all lights when leaving a room.
- Replace incandescent bulbs with compact fluorescent lights (CFLs).

**Conserve Water. Every Drop Counts!**
- Limit showers to five minutes or less.
- Turn off the water while brushing teeth, lathering hands, shaving, etc.
- Report leaks to campus officials if you notice any.

**Waste Not! Reduce, Reuse, Recycle.**
- Bring Your Own! Carry a reusable water bottle and coffee mug and use cloth bags when shopping.
- Share your stuff with your friends and donate items when you’re done with them.
- Recycle everything you can’t reuse.

**Eat Well.**
- Try pesticide and hormone-free organically grown foods.
- Buy food grown locally on farms in the Athens area.
- Try growing your own fruit, vegetables or herbs.

**Compute Wisely.**
- Shut down and unplug computers and other equipment or appliances when not in use.
- Only print when necessary and use both sides of the paper whenever possible. Choose “eco” fonts that require less ink and try printing in “draft” mode. (Food Services has installed eco fonts on all its computers and has found that they make good substitutes for standard business fonts.) The difference is that eco fonts have tiny holes, barely visible to the naked eye, that allow the printer to use about 15% less ink. Free downloads of the fonts are available at [http://www.ecofonts.com/](http://www.ecofonts.com/).

**Commute Creatively.**
- Take the steps instead of an elevator.
- Walk, bike, bus or carpool instead of driving.
- Reduce miles by combining your errands.

**Think Before You Buy.**
- Where did it come from? How was it made? Where will it go when I’m finished?
- When purchases are necessary, prioritize local, natural and energy-efficient products.
- Consider the people, places and resources impacted by your purchasing decisions.

By mid to late August, you’ll be able to consult a new Web site for the Office of Sustainability - [www.sustainability.uga.edu](http://www.sustainability.uga.edu). Be sure to check it out!
Car Break-ins – Don’t Be a Victim

Of the thousands of vehicles that are parked on the UGA campus each day, relatively few vehicles are unlawfully entered. From January 1 – July 1, 2010, 28 incidents were reported on campus. However, University Police caution that car break-ins can happen any time, anywhere, and with the economy like it is, more people may be tempted to steal.

“Vehicle break-ins are normally a crime of opportunity for the perpetrator,” explained Sergeant Peter Walls of the Crime Prevention Bureau. “Perpetrators will see an item of value inside a vehicle, and if no one is present to observe them, they will break in the vehicle and take what they want. This is a crime that requires very little time, skill or planning and, as a result, is very difficult to catch in the act.”

According to Walls, items typically stolen are laptop computers, CD players, iPods, wallets, purses, cell phones and GPS devices. To reduce the chance of your car being broken into, the University Police Department offers these tips:

- If possible, take your valuables with you when you park your car.
- If you cannot take your valuables with you, then lock them inside the trunk.
- Valuables which cannot be stored in a trunk should be stored out of plain sight.
- Always lock your vehicle and make certain your windows are up.
- Try to park your vehicle in a well lighted area.
- Be alert for suspicious vehicles or persons cruising or loitering in parking lots.

If you have any questions about prevention tips for vehicle break-ins or any other crime, contact the Crime Prevention Bureau at 706-542-0411 or crimeprevention@police.uga.edu.

Marking Time with Kronos

The Kronos MyTime project is moving quickly as many campus departments are in the process of making the transition to the new system. Kronos Project Manager Chris Wilkins reports that at this point, most departments have been trained and are testing the system. All hourly and salaried employees are scheduled to be paid through the MyTime system by September.

Any questions related to the MyTime project should be directed to Chris Wilkins.
Budget Outlook from Senior Vice President Tim Burgess
(continued from page 1)

What we do know right now about FY11 is that the budget is not predicated on furloughs. Also, we were able to start the fiscal year without having to do any more than annualize the 2% reduction to all units with the rest absorbed centrally. So that’s where we started. Moving forward from here, we know that the state will begin in August withholding 4% from our state funds allotment. Beyond this, we won’t be able to really have an accurate picture of where we’re heading until November.

Business Advisor: What insights would you offer the business managers in the units? Last year you advised them to be flexible.

Burgess: Obviously, flexibility remains the word. As hard as it’s been for two years, I would urge them not to let up yet. Continue to be the strong fiscal stewards that they have been in managing their affairs to make sure that the things that need to be done are being done, while preserving discretionary options wherever possible in case this does take a turn for the worse. The business managers are absolutely critical to our capacity across the campus to be able to manage this. Each one of them has a sphere of influence, and we need them to keep a steady hand on that, with the promise from us that we’ll tell them what we know when we know it and will try to provide as much certainty as we can in an uncertain environment.

Business Advisor: Any lessons we’ve learned from this ordeal?

Burgess: Maybe the question is – Would anyone have believed two years ago that we’d be able to go through the level of budget cuts that we’ve had to deal with and still be able to operate at the level we’re operating today? Cynics might argue that it indicates that the University needed to be “right-sized,” but I would argue that our ability to persevere has been due to the skill and creativity of all of the units across campus to stay focused on the main priorities and economize wherever possible. To some extent, I believe we’re masking the real long-term impact of this, but we’re masking it in a way that allows us to deliver the educational product that we’re expected to provide. The University of Georgia continues to be the place where everybody wants to come; it hasn’t lost its luster. Applications haven’t slowed down, and the class is going to be just as full this fall as it was last year. That’s what makes it doubly tough. If applications were way down and the student body was significantly smaller, then it might be easier to manage.

There’s a point at which this can’t be sustained, which is why we’ve said all along that we need to be able to start reinvesting in the enterprise to shore up weakened areas. These strains might not be as obvious to our outside audiences, but internally, we know where they are. We need to invest in our faculty, research enterprise and staffing. We’ve known for some time now that as our faculty and staff ranks thin, it has a direct impact on our operations – both administrative and academic. We’ve asked a whole lot of our workforce to keep the enterprise propped up with the implicit promise that at some point, we’ll be able to shore up those weak spots. Our capacity to do that has really been tested over the last two years, but I think we’ve come through it in a very strong way. We may just have to persevere a little longer.