



**California State University, Stanislaus
University Budget Advisory Committee**

April 26, 2013

11:00 am – 12:30 pm

South Dining

NOTES

Present: D. Da Rosa, S. Davis, R. Giambelluca, N. Jacklin, K. Jasek-Rysdahl, R. Kamali, C. Lonn-Nichols, J. Reynoso, M. Salameh, J. Strong, B. Temple, S. Wooley

Absent: E. Costa, S. Jackson

Guests: S. Espinoza, M. Legg, D. Shimek

Recording Secretary: K. McField

1. Opening Remarks (if any)

VP Giambelluca informed the committee that today's agenda includes an informal conversation with the vice presidents (Espinoza, Shimek, Strong and Giambelluca). The new Vice President for University Advancement, Ms. Shirley Pok, will join the conversation at the next meeting. Ms. Legg will also discuss a summary of prior years' university budget reductions to provide a frame of reference in future discussions.

VP Giambelluca announced that Ms. Lonn-Nichols has been promoted to Director of Student Leadership and Development, so she will no longer serve on the committee. The committee congratulated Ms. Lonn-Nichols on her promotion and thanked her for her dedicated service on UBAC. (Applause)

Dr. Davis congratulated Ms. Salameh on her successful election as next year's ASI President. (Applause)

2. Approval of Agenda

Ms. Lonn-Nichols moved to approve the agenda, and Ms. Temple seconded the motion. Agenda approved.

3. Approval of Notes

At this time, there are no notes or video from the April 19th meeting.

4. Discussion and Focus Items

a. Informal Discussion with Vice Presidents on Prioritization Process

Provost Strong discussed the vice presidents' prioritization process during the past several months. All of the vice presidents (VPs) consulted with stakeholders in their divisions regarding priorities. Stakeholders included division managers and staff and various governance bodies (SEC, FBAC, FAC, Faculty Development Committee, Labor Council, etc.). Following these consultations, the VPs met and identified the top priorities, which they shared with the president. The next step in this process is to bring those priority lists to UBAC for discussion.

VP Shimek added that he also considered the university's Strategic Plan (SP) during this process. This key idea behind this process is the university's need to move forward and respond to current and future needs appropriately, not "restore" the old processes. VP Shimek said that his primary focus was to identify priorities that improve the quality of student life, enhance faculty teaching, scholarship and other needs, and meet the needs of the staff.

VP Espinoza said that she thought this process was valuable because the VPs challenged each other and learned about other divisions. The VPs gained a greater understanding of the impact of past budget cuts, the services lost, and the choices we must make to move forward. We have ambitious goals regarding enrollment, and we need to update and rely upon the university's SP to lead us in the right direction.

Dr. Wooley asked why today's UBAC agenda focuses on the prioritization process instead of the actual priorities. VP Giambelluca replied that this year's process has been radically different from past processes, and he encourages UBAC to follow a similar process of identifying priorities that benefit the entire university community, not just specific divisions. Dr. Davis asked if the VPs have a consensus about the university's top priorities. VP Giambelluca said that although there is not total consensus regarding priorities, the VPs' discussions provided a broader understanding and impacts on other divisions.

Dr. Davis asked if the VPs could provide some examples of priorities with university-wide impacts. VP Giambelluca said that he oversees university facilities and is especially concerned about maintaining our systems and general facilities. VP Espinoza mentioned the importance of investments in academic surveys and the impact of course offerings

relative to enrollment and meeting students' needs. VP Shimek said that he is concerned about the budget impacts on staff regarding the lack of sustained training and development. Without proper training and career development, staff are unprepared when advancement opportunities arise on campus. Staff have also been impacted as the university moved to a smaller workforce and staff had to assume more work or new tasks. He also said that he believes the campus needs a department chair training program. There are many new, administrative demands on faculty when they become department chairs, and we need to provide the background and training so they may perform effectively.

Ms. Salameh asked about priorities regarding students' campus experiences and academic success. VP Espinoza replied that there are a number of activities underway, such as the two-pass registration survey and an ongoing analysis of the "sophomore slump."

Ms. Lonn-Nichols said that she greatly appreciates VP Espinoza's efforts to collect feedback from the division. In particular, Student Affairs recently held a staff development training conference, and about 50% of the division's employees attended. The workshop was very successful and served as a catalyst for staff to seek additional training and development.

Provost Strong said that although he learned a lot about other divisions' needs, this process also gave him an opportunity to take an in-depth look at Academic Affairs. Even if we do not have enough funding to support every priority, we can at least keep the unfunded priorities on the list for consideration in the future. Consultation and prioritization should be ongoing processes. Provost Strong said that he attended a conference earlier this week, and Chancellor White participated in a panel at the conference. He perceived the same issue (not enough funding for all priorities) as a system-wide problem. Even with additional resource constraints, the university system is expected to do "more." The public notices tuition increases and does not consider the reason (that the state is providing less funding). Instead, the perception is that we are raising tuition and cutting back on classes. We should also be prepared for new legislative demands for higher graduation rates while we maintain (or improve) the "student experience." We need to focus on doing our best with our current resources and let go of the idea of "restoration."

Dr. Jasek-Rysdahl asked if UBAC will receive the VPs priority lists before the next meeting. VP Giambelluca said that they will do their best, although it is challenging since we have meetings every week.

VP Giambelluca said that his perspective is slightly different from the other VPs' perspectives because he is focused on physical infrastructure. If we are straining for

space now, it will be even harder to accommodate these needs in the future. We have similar pressures on the technology (OIT) side, as we need people with expertise with new technology and interactive systems. VP Giambelluca said that he also worries about regulations on the university and increasing expectations while resources remain flat (or decrease). The governor will issue his "May Revise" in a few weeks, and we should have a better idea of our 2013-2014 budget after he issues the report.

Provost Strong said that the university is already extremely lean, and we have people wearing three or four hats across divisions. It has been difficult to accommodate new pressures in this environment. We need to find ways to streamline processes and tasks, although it is challenging for people to find time to review processes to find efficiencies. This is why the prioritization process is so critical. The university can try to expand and generate new revenue, but at some point, we must divide the pie. A collaborative budget process cultivates a level of trust, and we must trust the divisions and departments regarding their assessment of needs. As the president said many times, we need to be good university citizens. Everything is interdependent. This type of collaboration and trust takes time, but we need to find ways to build teams with cohesiveness and encourage a creative problem solving environment.

b. Review of Cuts from Prior Year

Ms. Legg distributed a handout with budget reduction detail for all divisions during 2012-2013. This document lists the actual cuts, although some cuts were mitigated by moving to another funding source. Dr. Wooley asked about the university-wide reductions (\$2.76 million), and Ms. Legg replied that these reductions are mainly to the centralized pool of employee benefits, the contingency reserve, and one-time course funding. Dr. Wooley asked why one-time course funding is located in university-wide allocations instead of Academic Affairs' allocations. VP Giambelluca replied that this funding is allocated as needed, and it stays a contingency like utilities costs.

Ms. Temple asked if the committee could see data trending back further (perhaps five to seven years). VP Giambelluca said that we could provide this information, but this data is meant to be more of a frame of reference. We are really looking at how to move forward, not restore funding from four or five years ago. Ms. Temple said that it would be helpful to see budget data from other, similar institutions, and VP Giambelluca said that some of that information was included in the IPEDS report. In the CSU, we are a small campus. This provides us with some significant disadvantages. For example, we have functions manned by one person, which creates an incredible level of risk. VP Giambelluca suggested that the system must do something about the size differential. In comparison, the UC system invests in their small campuses until they are self-sufficient. There has to be a different way for the CSU; we cannot always struggle to survive because of our size. Provost Strong agreed and said the campus needs to grow because

growth will provide new revenue so we may invest in new initiatives. Dr. Wooley asked him to define “growth,” and Provost Strong replied that growth is an increase in FTES. VP Giambelluca said that he is encouraged by recent conversations with the new chancellor, and higher enrollment target increases for smaller campuses indicate that the chancellor is considering the problems at small campuses.

5. Other Business

6. Adjourn

Dr. Jasek-Rysdahl moved to adjourn the meeting, and Ms. Reynoso seconded the motion. Meeting adjourned at 12:21 p.m.