

**CSU STANISLAUS
UNIVERSITY BUDGET ADVISORY COMMITTEE
MAY 9, 2014**

**SUMMARY NOTES
(Approved May 16, 2014)**

Present: Ms. Eileen Hamilton, UBAC Chair; Mr. Carl Whitman, UBAC Associate Chair/AVP; Professor Paul O'Brien (Sociology); Professor David Lindsay (FBAC); Ms. Mariam Salameh (ASI President); Mr. Marvin Hooker (ASI Vice President); Ms. Alissa Aragon (Staff/Campus Life); Ms. Lori Phillips (Staff/CAHSS); Dean James Tuedio (CAHSS); Director Julia Reynoso (Facilities Planning); Budget Manager Michelle Legg (non-voting); Ms. Julia Fahrenbruch (non-voting/volunteer). Not Present: Professor Stuart Wooley (Biology).

Chair Hamilton called the meeting to order at 1:05 p.m. Action: It was moved and seconded to approve, as distributed, the draft May 2, 2014 summary notes. The motion passed unanimously.

2014-2015 DIVISION PRIORITIES – COMMITTEE DISCUSSION

Position Requests: In response to questions regarding the overall number of positions requested, Associate Chair Whitman indicated there are at least 15, but also noted that not all areas seeking additional staff identified specific positions or numbers.

Efficiencies/Cost Savings: Both Ms. Phillips and Dean Tuedio raised the possibility of including efficiencies/cost savings in proportion to what we invest as another consideration in reviewing requests.

Alternative Funding Sources: ASI President Salameh raised the question of identifying requests that receive alternative funding, such as Instructionally Related Activities (IRA) fees, which might lead to issues of double dipping. As an example, she referred to a request by ORSP for operating funds from IRA, but noted that the Provost included ORSP in the Academic Affairs funding priority requests. The importance of understanding the specific rules, regulations and criteria that govern the allocation of alternative funds, such as IRA, grants, Lottery, etc., also was noted in the discussions.

Instructional Support: Dean Tuedio said that this category was raised as a placeholder for something that was not specifically addressed but, in his opinion, UBAC should weigh in on—as positions are vacated in areas of instructional support for programs, those dollars become salary savings that gravitate up to higher levels and the potential for those funds to be distributed to other established priorities is very real. He emphasized there is a clear need to support the delivery of the class schedule, but it is unclear as to whether any request specifically addresses instructional support and to what extent we want to preserve instructional priorities that are exposed by vacated positions. Professor Lindsay commented that Priority #4 under the Academic Affairs request directly relates to instructional support. Director Reynoso also noted that increased assigned time indirectly supports instruction. Associate Chair Whitman commented that assigned time provides support in a theoretical sense, but also makes the delivery of courses harder as people are taken out of the classroom.

Forum Input: Noting that she reviewed the Staff request and the FBAC and ASI resolutions, Director Reynoso said she identified and numbered some of the items in the FBAC resolution as follows: #1) maintain maximum possible access for qualified students, including admission to campus and access to courses required for degree completion; #2) raise the percentage of FTES instruction delivered by tenured/tenure-track faculty (as per ACR 73) to 75%...with the intention of reducing the student/faculty ratio; and #3) fund adequate assigned time for tenured/tenure-track faculty to allow an average of 18 wtus teaching assignment thus allowing time for expected research, scholarship and creative activities, professional development, and community engagement. (FBAC's #1, #2, and #4.)

DIVISION REQUESTS

Chair Hamilton suggested Committee members use the matrix previously distributed by Budget Manager Legg and review the requests by Division in order to assign the appropriate categories identified at the May 2 meeting.

ACADEMIC AFFAIRS

Priority 1: Additional Support for the Administrative and Leadership Duties of Department Chairs. A committee of deans studied the matter and subsequently created an assigned time rubric for allocation of assigned time. The rubric was vetted with various stakeholders and received broad support.

Categories: Instructional Support and Workload.

Priority 2: Hire Additional Staff. Need to focus on replacing or adding staff in priority areas as the organization moves forward. The need for additional staff to meet the mission was identified as a very important and frequently requested item.

Category: Workload.

Priority 3: Increased Operations (non-personnel) Funding to Support the Delivery of Instruction. Addresses the need for operating funds to support the delivery of instruction, which has too often been ad hoc (e.g., Library acquisitions, lab equipment, computer hardware/software to support instruction, and operating support for institutional research). This request includes moving the funding for the net cost of replacing faculty on sabbaticals to the base budget, or a more defined one-time funding approach entailing support from the University.

Categories: Operations and Instructional Support.

Referencing on going equipment needs (e.g., science labs and the arts), Dean Tuedio commented on the need to save money by transitioning from older less efficient equipment to newer equipment that is more efficient and cheaper to run—relates to both operations and instructional support. Director Reynoso said that at some point some of the equipment money should come from base funds—not necessarily for every department, since those needs fluctuate, but maybe at the Dean or Provost level. She also noted that base funding is not provided to replace equipment needed for University buildings. Dean Tuedio pointed out that there isn't any formula for how much of that funding would be received as programs grow. Ms. Legg said that traditionally the funding has been one-time; colleges never had base funding for equipment. She noted that extra funds identified during the mid-year budget review are used to support those types of expenses. Commenting that mid-year is too late, Director Reynoso stressed the importance of having time to plan and to go through the lengthy procurement processes (some involve the State processes as well). Director Reynoso said she is arguing for some continuity and advanced knowledge regarding the availability of funding for equipment replacement, not necessarily the funding source. Professor O'Brien agreed that the process should be proactive rather than reactive.

Priority 4: Systematically Address the Uneven Distribution of the Loss of Faculty Across Departments. Faculty lines were lost in an uneven fashion across departments, since separations happen in an unplanned way. To realize cost savings that would be applied to the budget deficit and required reductions, tenure track positions were sometimes replaced with part-time. This unfairly affected some departments that had unusual numbers of retirements or separations. Also, looking at how student demand for courses has changed and where the growth is relative to programmatic needs, majors and courses, so that resources are allocated to meet student needs.

Category: Instructional Support.

Priority 5: Support of Graduate Programs and the Office of Research and Sponsored Programs. There is broad support for combining the Office of Graduate Programs and the Office of Research and Sponsored Programs under the leadership of one dean to bring focus to both programs. This structure is common in the CSU and across the country. Additional staff (at least one) to support this structure will be needed to avoid doubling the workload.

Categories: Instructional Support, Student Success, and Workload.

Sidebar: Combined Request from Academic Affairs and Student Affairs for Additional Academic Advisors. (Advising also is listed as a University-wide priority.) This request builds on the advising strengths in Academic Affairs and Student Affairs and would create a hybrid model to more fully support student success and increase graduation rates. The sidebar is an effort to raise the question of how we might be able to work together across divisions.

Category: Placeholder (Student Success)—also see Enrollment & Student Affairs, Priority 3, item 1, and University-wide, Priority 2.

BUSINESS AND FINANCE

Priority 1: Public Safety—Strengthen campus public safety to accommodate growth in student population by increasing the number of uniformed campus peace officers, night community service officers, and upgrading critical police equipment. Specific requests are to: 1) add two full-time peace officers and partial funding for two other officers (bringing the total to 14 uniformed officers); 2) add one full-time dispatcher; 3) add one community service officer to strengthen evening shuttle service and safety escort services for students on campus; and 4) provide funds to keep communications and other equipment up to current standards.

Categories: Risk Management, Workload/Compensation, and Operations.

Priority 2: Facilities—1) Provide funding to continue to address critical campus deferred maintenance needs, which could potentially impact our campus in a very negative way. 2) Provide custodial supervisor to focus on improvement of service and grounds operation. 3) Provide funding for modernizing and maintaining technology.

Categories: Risk Management, Workload, and Operations.

Priority 3: Office of Information Technology (OIT). Technology is a key factor in the rate of the progress the university will be able to make to achieve its strategic goals. Specific requests are to provide General Fund support for: 1) Benefits for OIT staff removed from GF support during the early budget cuts; 2) An Information Security Officer; 3) A Media Production Specialist II (to support distance learning classes, online course materials, faculty classroom instruction); 4) Phone system acquisition and ongoing maintenance; and 5) Acquisition and annual maintenance of Concur Travel System.

Categories: Workload/Compensation, Risk Management/Compliance, Instructional Support, and Operations.

Priority 4: Emergency Preparedness, Safety and Risk Management—EPS&RM office has been asked to increase its presence and activities to identify, mitigate and support other campus units in the reduction of risk during times of emergency and ongoing operations. Specific requests are: 1) Add a Business Continuity Coordinator; 2) Provide an operating budget to allow the group to prepare for and carry out critical tasks and maintain safety and risk management systems; 3) Add an Administrative Assistant to support technical professionals in plan development and operations; and 4) Add an Environmental Health and Safety Coordinator.

Categories: Risk Management and Operations.

Priority 5: Business Services/Budget—An accountant position is critical to reduce staff workload in both accounting and budget and ongoing funding is necessary. [Budget Analyst was previously withdrawn.]

Category: Workload

UNIVERSITYWIDE

Priority 1: Increase Partnerships to Improve College Readiness of Entering Students. The focus is on working with K-12 and community colleges to strengthen preparation for, transition to, and optimization of the years in college. Since much of this is experimental and pilot-project in nature, one-time funding is requested (for now) to support such things as the pursuit of grants and coordinated advising efforts across education sectors.

Category: Student Success.

Dean Tuedio referenced a program that involves working with high schools in Oakdale to set up a writing center for students. He noted that this priority would provide some one-time funds for partnership projects that have been developed, that have some traction in student success, and that have the potential to reduce our investment in the amount of time it takes to teach students once they get here—some math projects also might be developed. Noting that this is a good start, ASI President Salameh pointed out that a high percentage of our students take remedial courses in English and math—having an early start before college would be beneficial, so that student's don't have to take those extra courses and also can graduate on time. Noting that high school students can take Advanced Placement (AP) courses for college credit, Chair Hamilton expressed concern that students who pass the AP still need to take writing or math remedial courses. Dean Tuedio noted that some relationship to the community colleges is implied in this as well, as they align their curriculum to our prerequisites. He also said that some projects are about having conversations between faculties in these two arenas.

Priority 2: Strengthen Both Academic and Career Advising. There is strong agreement across most campus sectors that advising is not what it should be at CSU Stanislaus in terms of assessment of what we are currently doing (well or not well), coordination of efforts across sectors, and the overall impact of what we are doing.

Category: Student Success.

Priority 3: Strengthen the Writing Capacity of Students and Employees. Transition toward systematic campus attention to writing has begun within the academy and within many non-academic units. This would serve as a strong indicator to external stakeholders regarding the competencies of the University and of our graduates, and represents an important contribution to help students move to a higher level.

Categories: Student Success and Workload (employees).

In response to Professor O'Brien's comment about a staff member at the forum who wondered about the writing piece for employees, ASI President Salameh said that the concern involved how a number could be assigned to something that is not put together or presented and wanted to see more information. Dean Tuedio commented that what the higher priorities are might become clearer in the way the requests divide out. He also said that even without knowing the dollar amounts, UBAC could say we don't feel this should be a huge across campus issue. Ms. Phillips commented that an employee's writing skills could impact workload (e.g., takes longer to produce documents if writing skills are lacking).

Priority 4: Advance Campus Community Health, Safety, Risk Management, and Information Security. While the specifics of health, safety, risk management, and information security are best addressed in divisional budget plans, there is a need to raise awareness of these areas throughout the campus community. The key to success in these areas is cultural change.

Categories: Outreach and Risk Management.

Ms. Phillips noted that the Committee had previously indicated this should be tied to risk management related requests addressed by Faculty Affairs & Human Resources and by Business and Finance. Dean Tuedio expressed his belief that this is primarily related to outreach in the context of the more specific risk management division requests.

Priority 5: Improve Audio Technology in Major Venues for Public Events (including Academic Lectures). The poor quality of sound systems can detract from the overall quality of events. A systematic assessment of sound quality across venues and changes within our capacity to fund are needed.

Categories: Operations and Outreach.

ENROLLMENT AND STUDENT AFFAIRS

Priority 1: Budget Support (Analyst). This recently filled position is responsible for managing the budget from a centralized perspective and helps to lead and support budget staff in the different departments; envisioned as a new, dedicated position.

Categories: Operations and Workload.

Priority 2: Psychological Counselors. This request would convert the new counselor position (received last year) to permanent base funding, rather than temporary; extend the part-time counselor to full-time (from 3 to 5 days a week); and add a full-time counselor to backfill for the counselor who will be participating in the FERP program beginning this summer.

Categories: Student Success, Workload, and Risk Management.

Priority 3: Student Advising Needs.

- *Academic Advising—This item serves as a “placeholder,” as they are currently in discussions with campus constituent groups and the Academic Senate regarding the best campus model to adopt (e.g., college-based or more centralized advising). What is on the table is whether we should expand centralized advising tools or consider having a different model, more like a business model where advising is attached to the colleges; that has funding implications. Faculty also has the responsibility to do advising and each department has protocols about how faculty will deliver advising.*

Category: Placeholder (Student Success)—also see Academic Affairs (sidebar), and University-wide, Priority 2.

Indicating that more clarification is needed, ASI President Salameh asked if this would provide more staffing for the ARC (Advising Resource Center)? Dean Tuedio noted that there is an emerging priority within Academic Affairs to try to relocate some of this within college advising centers.

- *Veteran’s Coordinator—This function is performed on an ad hoc basis. The preference is to identify a dedicated position to provide student programming support and to liaison with other veteran’s offices, rather assigning it as an overload.*

Categories: Student Success, Workload, and Risk Management.

Ms. Phillips pointed out that some veteran students have indicated the only reason they are here is because of the veteran’s coordinator and noted that the position also liaisons with other veterans offices. With respect to risk management, Ms. Aragon said that the coordinator is the first point of contact for veterans and also has knowledge of what they have been through. Professor O’Brien also noted that support for students who have experienced extreme stress is a risk management issue.

- *Student Leadership and Development*—This request is for an additional professional staff member to assist with new student orientation, management of student clubs and organizations, student leadership program development, and programming/administrative support for the Faculty Mentor Program.

Categories: Student Success, Workload, and Risk Management.

Priority 4: Dean of Students, Judicial Affairs Support; Assistant Dean of Students; and Administrative Support. These positions have related duties. An increase in staffing is being requested to allow for appropriate follow up with student discipline cases, to better respond to student emergencies or students in distress, and to provide dedicated administrative support to the Dean of Students and Office of Judicial Affairs in managing the various office functions and tracking documentation.

Dean of Students/Judicial Affairs Support

Categories: Risk Management and Outreach.

Assistant Dean of Students

Categories: Risk Management and Workload.

Administrative Support (Dean of Students and Judicial Affairs)

Category: Workload.

In response to questions from Chair Hamilton about Title IX, Director Reynoso noted that the compliance issues have primarily involved Athletics in the past, but it is becoming part of every department's responsibility to make sure the whole campus is aware of the regulations. Ms. Legg said it has been talked about at other levels, but is more focused now as a priority (e.g., training workshops).

Priority 5: Enrollment Services. Two ASAI positions are being requested; one in the Registrar's Office and the other would be responsible for degree audit and KnowledgeLake (document management software) functions.

ASAI Registrar's Office

Categories: Student Success and Workload.

ASAI Degree Audit

Categories: Student Success and Workload

ASI President Salameh commented that degree audit ties into academic advising, noting that the lack of staff support to update degree audits will delay academic advising—this is an issue because many students cannot get the advising in their classes that they need. Dean Tuedio also said that degree audit should help the campus develop more efficient schedules (e.g., allows us to extract information such as how many students need more GE areas).

UNIVERSITY ADVANCEMENT

Priority 1: Director of College & Athletic Development—this position is currently funded with one-time money and the request is to move it to base funding.

Categories: Outreach and Workload.

Priority 2: Communications & Advocacy Campaign—a well-prescribed communications and advocacy campaign will incorporate strategies designed to address current campus needs and priorities. The request is for O&E using a combination of one-time and base funds.

Category: Outreach.

FACULTY AFFAIRS AND HUMAN RESOURCES

Priority 1: Staffing is required to administer the campus compliance and labor relations program along with support personnel in Faculty Affairs & Human Resources units to provide timely and professional services to support the campus mission. The various areas related to compliance policy/programs and personnel/labor relations, as outlined in the proposal, have been identified by the Chancellor's Office and campus risk management as areas for high-risk exposure and significant cost.

Categories: Risk Management/Compliance and Workload.

Priority 2: Staffing is required to support both the campus diversity and training program plans. The campus is preparing to administer an expanded diversity policy that will cover programs, services and activities that will support faculty, staff and students. Staffing is needed to work with the committee and to advance all the training associated with diversity and other efforts, including on-line training.

Categories: Outreach and Workload.

Priority 3: Staffing is required to administer a campus health and wellness program. A committee was established to consider an expanded campus health and wellness program for faculty and staff. Support for on-site psychological counseling for faculty and staff was identified as a critical need; similar services for students also were discussed. The need for active administration of the campus employee assistance program also was identified.

Categories: Outreach, Risk Management, and Workload.

Priority 4: Staffing is required to provide timely and professional support for temporary employment services. A dedicated person is needed to perform various functions related to the student employment pool, the temporary staff/emergency employment pool, and for the processing of consulting agreements.

Categories: Operations and Workload.

INTERCOLLEGIATE ATHLETICS

Priority 1: Hire additional staff. In order for the Intercollegiate Athletics Department to meet their strategic and tactical goals and objectives, modest increases in staff are necessary. Our teams are performing in the top 25% of the conference, but with minimum staffing to support coaches and student athletes—increased staffing support is a huge priority. (In response to questions regarding the number of positions requested during the March 28 presentation, Athletics Director Matoso indicated probably four, but reviewed the following needs: one in facilities; a sports information person; an academic compliance person; someone to help with corporate sponsorships; and probably another athletic trainer, as we have the smallest number of training staff in the conference.

Categories: Risk Management/Compliance and Workload

Priority 2: Increased Operations (non-personnel) Funding to Support the Delivery of the Mission of the Department of Intercollegiate Athletics. This priority supports increasing the department travel budget for teams, coaches and administrators, so that they are within the norm of the conference the University competes in—the California Collegiate Athletic Association (CCAA). Teams travel every weekend and the NCAA expects more staff/administrators to attend every event.

Category: Operations.

Priority 3: Additional Support for Assistant Coaches. The specific need is for assistant coach compensation to be competitive with other CSU campuses in the CCAA conference. Our assistant coach salaries are extremely low, resulting in some sacrifices being made to support the needs of the department and student-athletes.

Category: Workload/Compensation.

Priority 4: Student-Athlete Success. To enhance the success of student-athletes, an academic tutoring and career development program and center is requested. Enrollment & Student Affairs has some of these functions in place, but this would be in addition to those and in support of athletes; also working to find a center where student-athletes can study and do group work.

Categories: Instructional Support and Student Success.

Dean Tuedio commented that academic tutoring should not get too far from advising.

ADJOURNMENT—The meeting adjourned at 2:33 p.m.