

<input checked="" type="checkbox"/>	Alex Enyedi, Co-Chair (non-voting)	<input checked="" type="checkbox"/>	Joyce Lopes, VP (voting)
<input checked="" type="checkbox"/>	Mark Rizzardi, Co-Chair (tie break vote)	<input checked="" type="checkbox"/>	Craig Wruck, VP (voting)
<input checked="" type="checkbox"/>	Greg Rodriguez, Student (voting)	<input checked="" type="checkbox"/>	Amber Blakeslee, Advisor (non-voting)
<input type="checkbox"/>	Vacant, Student (voting)	<input checked="" type="checkbox"/>	Kate Stroup, Advisor (non-voting)
<input checked="" type="checkbox"/>	Hari Singh, Faculty (voting)	<input checked="" type="checkbox"/>	Volga Koval, Advisor (non-voting)
<input checked="" type="checkbox"/>	Erick Eschker, Faculty (voting)	<input checked="" type="checkbox"/>	Frank Whitlatch, Advisor (non-voting)
<input type="checkbox"/>	Vacant, Faculty (voting)	<input checked="" type="checkbox"/>	Holly Martel
<input checked="" type="checkbox"/>	Noah Zerbe, Dean (voting)	<input checked="" type="checkbox"/>	Josh Smith
<input checked="" type="checkbox"/>	Kacie Flynn, Staff (voting)	<input checked="" type="checkbox"/>	Lisa Castellino
<input checked="" type="checkbox"/>	Gay Hylton, Staff (voting)	<input type="checkbox"/>	
<input checked="" type="checkbox"/>	Peg Blake, VP (voting)	<input type="checkbox"/>	

Agenda

Location: UC Banquet Room

8:00 – 8:30 Continental breakfast

8:30 – 9:00 Role of the URPC

1. Seeking clarity regarding:
 - a. The role of the committee
 - i. To support the strategic plan
 - ii. To set policy and establish framework for budget decisions
 - iii. Require accountability
 - iv. Implement multi-year budget planning
 - v. Create reserve policy and contingency fund
 - vi. Involve appropriate areas/subject matter experts
 - b. The make-up of the committee
 - i. Review of membership make-up to ensure representation
 - c. The challenges for the committee and the campus
 - i. CSU is moving toward performance based funding. CA is looking for a strong return on investment
 - ii. Funding remains limited in foreseeable future. No tuition increase on horizon
 - iii. Review of Humboldt's cost on instruction for students in comparison to other CSUs
 - iv. Developing effective communication strategies, both in person and in writing

9:00 – 9:20 Approved 2016-17 Budget

1. Changes in assumptions
 - a. Changes in Funding and Cost Estimates for Salary Increases
 - i. Funding from CSU less than projected (-\$69k), salary increases less than projected (+\$130k) – net change +\$61k
 - ii. Campus portion of 2016-17 salary increases: \$736,000
 - iii. CSU covered \$696,000 on a one-time basis in 2016-17
 - b. Changes in Enrollment Projections for Fall 2016
 - i. Reduced HSU enrollment target for resident FTES from 7,428 to 7,295 (-1.8%)
 - ii. CSU increased our target by +38 resident FTES on top of +82 in the preliminary memo (+120 FTES total), 2016-17 CSU target for HSU: 7,603
 - c. Funding for Student Success & Completion Initiatives
 - i. Base funding: \$495k
 - ii. One-time funding: \$445k
 - d. Successful Redirection of Internal Resources
 - i. Office of Institutional Effectiveness
 - e. Additional One-Time Funding for Specific Purposes
 - i. Student success, deferred maintenance, faculty compensation
2. Though HSU has a \$.5 million deficit for 16-17, the Cabinet and URPC were able to strategically use one time funding to cover the deficit and still contribute to the reserves, which is a change from past years. Strategic budgeting concept.

9:20 – 9:45 President's Charge to URPC

1. Continuing implementation of strategic budgeting principles and defining strategic assets;
 - a. Work was done over the summer to gather information from stakeholders in all divisions. Amber and Volga will synthesize the themes to report back to the URPC. <http://strategicplan.humboldt.edu/content/strategic-assets>
2. Recommending a balanced budget for 2017-18 that eliminates the University's structural deficit;
3. Beginning the planning process with actual enrollment, not future-year targets;
4. Developing multi-year budget plans (at least for two subsequent years);
5. Asking all divisions to develop two budget scenarios and describe the impact of a 5% increase to the budget and a 5% decrease in 2017-18, as a tool for understanding strategic priorities and planning and to prepare for the uncertainties of the next fiscal year; and
6. Completing and recommending formal reserve policies for both operating reserves and the Capital Improvement Fund

9:45 – 10:00 Break

10:00 – 12:00 Integrated Assessment, Planning and Budget Process

1. Work group formed to outline a campus wide process. Read the charge here: <http://strategicplan.humboldt.edu/content/strategic-budgeting-update>

2. The group met over the spring semester and has developed a conceptual design report (not an implementation plan) to present.
 - a. Cabinet has seen the presentation and endorsed it. Requested URPC review and response.
 - b. Concept is based on linking annual goal setting, assessment and review with the budget process. Integration of resource request and allocation process. Goodness of fit considered using the framework of the strategic plan and strategic budgeting for long and short term purposes, within context of shared governance.
 - c. Guiding principles:
 1. Focus on transformation vs addition
 2. Data informs decisions – transparency vs advocacy
 3. Replace justification with a culture of evidence
 4. Assessment and planning are engrained in campus culture – part of everyday work.
 5. Appropriate body makes decisions – not individuals nor consensus
 6. Communicate simply – standardized and transparent
 7. Priorities are focused through the SP
 8. Progress toward the SP must be measured
 - d. URPC role is to determine if funding requests adhere to budgeting principles. Focus on policy and ask the subject experts to report to the committee.
 - e. URPC voted unanimously in support of the concept and to task the Office of Institutional Effectiveness with leading the implementation of the concept and reporting back to the URPC.
 - f. Communication plan of concept and implementation planning needs to be developed.

12:00 – 12:30 Lunch

12:30 – 2:00 Enrollment and Budget Planning

1. Enrollment history and trends (data as of 8/25)
 - a. Headcount is down 2.9% overall, with first time undergrads down 12%, transfers down 16%, and continuing students increasing 1.2%.
 - b. Total FTES down 2.3%.
 - c. EMSA is investigating this decrease. Looking at impact, UC enrollment increase for CA students, timing of HSU events and correspondence with prospectives, and need for a parent program. Vacancies in EMSA could have contributed. HSU is unique in the CSU to be experiencing a decline in enrollment.
 - d. EMSA is working on strengthening spring recruiting, specifically new transfer students
2. 2017-18 Budget Assumptions
 - a. Use actual enrollment FTES for planning, per the President's charge
 - b. Unfunded compensation costs of over \$1.67 million
 - c. Unknown if decrease in enrollment will impact state appropriation

- d. Mandatory costs are based on 2016-17 planning assumptions, but will be updated over the new few months.
 - e. This is the last year of the CMS loan, \$820,000 more in base funding when paid off
3. Budget Models/Scenarios
- a. Shows the low, current, high and CSU target budget for general fund in 2017-18
 - b. Scenarios show multiple years out, and the fiscal issues are intensified in each scenario.
 - c. Reserves are gone in 2018-19 using the in low scenario, 2019-20 in current scenario. Even in growth model, which gets us back to prior enrollment trends, we have a deficit through 2021-22.
 - d. Discussion:
 - i. Cost structure – inflated cost of spending per FTES at HSU in comparison to other comparable CSUs
 - ii. History of structural and cyclical deficits
 - iii. Don't want to diminish the quality of the education through across the board cuts. Need to be strategic in planning future allocations.

2:00 – 2:30 Breakout Session – Work the Plan and Plan the Work

(Prioritizing URPC Work for the 2016-17 Academic Year)

1. Breakout groups report back with suggestions to:
 - a. Charge campus experts to develop a strategic enrollment plan
 - b. Develop a timeframe for Vice Presidents to report back to the URPC after working with their areas to develop a 5% reduction and 5% growth allocation plan.
 - c. Develop a timeframe for OIE to report back on the integrated assessment, planning and budget process implementation work (IE)
 - d. Continue work on defining strategic assets
 - e. Finalize reserve policy
 - f. Maintain focus on student success
 - g. HSU has an allocation problem, not a financial problem. Time to change the composition of spending.
 - h. Be mindful of workload demands and additional work required of committee members
 - i. Alleviate fears that the 4-6% cuts are absolutely coming down the pike
 - j. Differentiate from the prioritization exercise from 7 years ago, emphasize this is a self-reflection exercise
 - k. Communicate with the campus, in particularly the Senate

2:30 – 2:45 Wrap Up and Next Steps

1. URPC voted unanimously to accept and embrace the President's charge to the URPC.
2. Request for the committee to email URPC co-chairs a short summary regarding thoughts about the retreat.