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| --- | --- | --- | --- |
|  | Alex Enyedi, Co-Chair (non-voting) |  | Douglas Dawes, VP (voting) |
|  | Mark Rizzardi, Co-Chair (tie break vote) |  | Craig Wruck, VP (voting) |
|  | Joey Mularky, Student (voting) |  | Amber Blakeslee, Advisor (non-voting) |
|  | Vacant, Student (voting) |  | Kate Stroup, Advisor (non-voting) |
|  | Hari Singh, Faculty (voting) |  | Vacant, Advisor (non-voting) |
|  | Erick Eschker, Faculty (voting) |  | Frank Whitlatch, Advisor (non-voting) |
|  | Jim Woglom, Faculty (voting) |  | Holly Martel |
|  | Cyril Oberlander, Dean (voting) |  | Lisa Castellino |
|  | Kacie Flynn, Staff (voting) |  |  |
|  | Sarah Bacio, Staff (voting) |  |  |
|  | W Wayne Brumfield , VP (voting) |  |  |

# **Minutes**

## Location: UC Banquet Room

**8:00 – 8:30 Continental breakfast**

**8:30 – 8:45 Introductions, Role of the URPC**

* The URPC is a standing committee of the University Senate and is defined by the Senate Bylaws and Rules of Procedure. Section 11.3 of the HSU Faculty Handbook Appendix F, Part 2 outlines the membership, terms, and duties of the URPC.
* **Co-chairs:** A faculty senator and the Provost and Vice President of Academic Affairs.
* **Membership:**
  + Three (3) Faculty members
  + One (1) Academic Dean, appointed by the President
  + Three Vice Presidents (Administrative Affairs, Student Affairs, University Advancement)
  + Two (2) Staff delegates
  + Two (2) Student delegates
* **Advisors (non-voting):** 
  + University Budget Director
  + Budget Analyst from each Division
* **Terms:** Faculty and staff members shall be appointed for staggered, two-year terms. Students will be appointed for one-year terms.

**8:45 – 9:15 President’s Charge to the URPC** (Presentation by Amber Blakeslee)

* **Continuing implementation of strategic budgeting principles and defining strategic assets;**
  + 2016-17 progress: URPC drafted strategic asset guidelines
  + 2017-18 action items: finalize strategic asset guidelines; continue to implement strategic budgeting concepts in budget plans
* **Recommending a balanced budget for 2018-19 that eliminates the University’s structural deficit and which includes University-wide engagement in the process**
  + 2016-17 progress: implemented Phase 1 reductions of $1.5 million, working on Phase 2
  + 2017-18 action items: recommend a balanced budget for 2018-19; develop a communication/engagement strategy for how the URPC involves the University community in the budget planning/reduction process
* **Initiate the planning process with actual enrollment, not future-year targets;**
  + 2016-17 progress: URPC utilized actual enrollment from prior year as a starting point, then reduced the budget target further based on lower anticipated enrollment
  + 2017-18 action items: continue with conservative budgeted enrollment target approach
* **Continue to develop multi-year budget plans (at least for the two subsequent years);**
  + 2016-17 progress: budget recommendation reflected a two-year budget within a five-year horizon
  + 2017-18 action items: continue to formalize approach to multi-year budget planning; continue to support implementation of the integrated assessment, planning and budget process
* **Develop recommended guidelines for “roll forward” of unspent balances at the conclusion of a fiscal year**
  + 2016-17 progress: URPC finalized the Operating Fund Reserve Policy – the roll forward guidelines will help support the implementation of the Reserve Policy
  + 2017-18 action items: Recommend guidelines for how unspent funds are “rolled forward” at the end of a fiscal year
* **Review quarterly budget reports/projections for the current fiscal year**
  + 2017-18 action items: review the reports each quarter to better understand the University’s budget

**9:15 – 10:00 Budget, Revenue, and Spending Overview** (Presentation by Amber Blakeslee)

* **Budget Planning Timelines**
  + Information was shared regarding the state, CSU, and HSU budget cycles and how the dates intersect for campus planning and budget implementation.
  + The Integrated Assessment, Planning, and Budgeting work group will be bringing recommendations to URPC to consult and review.
* **Approved 2017-18 Budget**
  + UBO is releasing OpenBook online dashboards with 5 years of history: https://hsuopenbook.questica.com/#
  + The 2017-18 Operating Fund Revenue Budget is $132.6m, representing about 2/3 of the total sources of revenue on campus
  + $4.8m increase in revenue, $4.1m of which is a state appropriation increase ($3.9m in new general fund allocation, $939k for retirement funding.) The majority of the new allocation will cover mandatory costs such as benefit rate increases and negotiated general salary increases (GSIs).
  + Expenditure growth of $5.95m, $5.1 of which is related to salary and benefit increases.
* **Revenue and Expenditure Trends**
  + Review of slides regarding operating fund uses, expenditure comparison by category, and personnel expenditure trends.
  + Review of handout showing base funding investments made over an 8 year period.
* **Planning Considerations**
  + Limited increases from the state / the economy
  + Base budget deficit: $1.6 million
  + Existing deficits: academic colleges had $2.4 million shortfall in 16-17, Athletics $900k
  + Enrollment, retention, and graduation rates (GI 2025)
  + Unfunded mandates / cost increases not fully funded
    - Accessible Technology Initiative (ATI), Title IX
    - GSIs, retirement rate increases (Most recent CalPERS projection anticipates employer contribution rates will grow to 38.4% by 2023-24 (currently at 28.4%) – resulting in 2013-14 percentage benefits rate over 46%)
  + Balancing the need to build reserves with deficit reality
  + Spending per FTES levels higher than peers
  + Reduction in state general fund contribution, from 4-5% down to 3%
* Investing in Priorities
  + Operating fund reserve policy and existing levels reviewed.
    - Operating reserve is currently at $6.3m and 47% of goal
    - Maintenance reserve is at $2m and 45% of goal
    - Capital reserve is at .5m and 5.5% of goal

**10:00 – 10:15 Break**

**10:15 – 11:00 Enrollment and Student Trends, Graduation Initiative 2025** (Presentation by Lisa Castellino)

* Numbers are still unstable for reporting, as we have not passed fall census.
* Strategic enrollment management
  + Part 1 recruitment:
    - Apps dropped for FTF in fall 2016 and 2017
    - Yield rate (applicants admitted that then enroll) started dropping in 2012 and onward. There was a slight rise again for Fall 2017
  + Part II enrollment and demographics
    - Our student population is evolving, with first time undergraduates 50% first generation, 50%+ Pell eligible, and 50%+ from diverse backgrounds/traditionally underserved populations
    - Transfer/freshmen populations are becoming similar in size, which presents unique challenges for academic areas as we are serving and educating two very different demographics
  + Part III Retention and Progression
    - What students want: ability to register for classes they want, faculty and staff who understand them, a safe and welcoming environment (on and off campus), employment opportunities while in college
    - Why they chose to stay: staff and faculty care and encourage, are knowledgeable, provide hands on learning, beautiful area/environment.
    - Challenges: 61% overwhelmed, 48.6% report lack of sleep, 12.4% feel like they didn’t belong at HSU, 38% worry about getting enough to eat, 25.4% worry about how they will afford school next year
  + Why they leave: overarching answer “It wasn’t like I thought it would be.” Express issues with advising, affordability, and sense of not belonging. For every ten students, three leave after their first year.

**11:00 – 11:15 Strategic Budgeting** (Out of time)

**11:15 – 11:45 Breakout Session/Group Discussion – Prioritizing URPC Work for the AY 2017-18** (Out of time)

**11:45 – 12:00 Wrap Up and Next Steps**

* Next meeting: September 15
  + Focus on President’s charge to develop a communication/engagement strategy for how the URPC involves the University community in the budget planning/reduction process
  + Phase II