

UNIVERSITY RESOURCES & PLANNING COMMITTEE

November 22, 2019

1:00 PM – 2:30 PM (CCR)

2019-20 URPC:

<input type="checkbox"/>	Alex Enyedi, Co-Chair (non-voting)	<input checked="" type="checkbox"/>	Yadira Cruz, Student (voting) Proxy: Jeremiah Finley
<input checked="" type="checkbox"/>	James Woglom, Co-Chair (tie break vote)	<input type="checkbox"/>	Joey Reed, Student (voting)
<input checked="" type="checkbox"/>	Kerri Malloy, Faculty (voting)	<input checked="" type="checkbox"/>	Amber Blakeslee, Advisor (non-voting)
<input checked="" type="checkbox"/>	Monty Mola, Faculty (voting)	<input checked="" type="checkbox"/>	Kevin Furtado, Advisor (non-voting)
<input type="checkbox"/>	Tyler Stumpf, Faculty (voting)	<input checked="" type="checkbox"/>	Holly Martel, Advisor (non-voting)
<input checked="" type="checkbox"/>	Anthony Baker, Staff (voting)	<input checked="" type="checkbox"/>	Jamie Rich, Advisor (non-voting)
<input type="checkbox"/>	Alex Gradine, Staff (voting)	<input checked="" type="checkbox"/>	Lisa Castellino, Advisor (non-voting)
<input checked="" type="checkbox"/>	Shawna Young, Dean (voting)	<input type="checkbox"/>	Jenessa Lund, Advisor (non-voting)
<input checked="" type="checkbox"/>	Douglas Dawes, VP (voting)	<input checked="" type="checkbox"/>	Brigid Wall, Notes (non-voting)
<input type="checkbox"/>	Jason Meriwether, VP (voting)	<input type="checkbox"/>	
<input checked="" type="checkbox"/>	Frank Whitlatch, VP (voting)	<input type="checkbox"/>	

Additional Attendees: Lisa Bond-Maupin, Sherie Gordon

Meeting Minutes:

- Opening Co-Chair Comments
- Approval of Meeting Minutes
 - M/S (Anthony/Kerri): Approved
- Establish Draft Budget Model
 - Review summary of campus input received via multiple feedback channels
 - Live Polling Results – approx. 46 responses:
 - Instruction: a little high
 - Academic Support: a little high
 - Student Services: about right
 - Institutional Support: too high
 - Op & Maint of Plant: a little low
 - Budget Simulation Tool – 12 responses:
 - Instruction: too low
 - Academic Support: about right
 - Student Services: about right
 - Institutional Support: too high
 - Op & Maint of Plant: a little low
 - Online Feedback Form:
 - Suggestions for potential cuts, additional context, and changes to existing requirements were submitted for consideration.

- VPs provide input on potential impacts and strategy related to reduction ranges developed by URPC on 11/15 ([handout](#))
 - Administrative Affairs:
 - Guiding principles: Ensuring a positive, engaging and meaningful educational experience for students; Providing good customer service for campus faculty and staff; and Strategically focusing resources on the essential mission of the university
 - The Division will be looking at what it can stop, what processes can be changed and what can be invested in to increase capacity to support the guiding principles.
 - The Division is and will continue to review positions as they become vacated.
 - Any reductions will be shared with other Division Vice Presidents to determine what unintended consequences there may be.
 - Administrative Affairs is moving forward with the Kaizen method to review processes within departments.
 - Looking into duplication of efforts across divisions to determine better methods to provide the same or better level of service, while reducing cost.
 - Academic Affairs:
 - Guiding Statement: The OAA Leadership Team shares a vision of a budget that effectively supports the educational experience for students, and reflects our collective commitments, principles, and values. The OAA budget will reflect, not determine, our priorities. The OAA Leadership Team resolves to employ an open, participatory process to manage division resources.
 - Guiding Principles: Promote principles of stewardship and collective ownership; Challenge the “once funded, always funded” approach; Transparent, understandable, principled budget model; Establish a clear connection to HSU Strategic Plan goals; Assessment plans are required for all investments; and Accountability and responsibility for decisions exist at each layer of the organization
 - OAA continues to review all vacant positions for opportunities to reduce, combine, or reassign, prior to requesting to recruit. A division wide staffing analysis will be provided to the leadership team to review and consider.
 - As the leadership team develops their reduction plans, this information will be compiled at the division level and shared with the other Vice Presidents for consideration. OAA is cognizant of the interrelated nature of our work on this campus, and will be mindful of how the students and other divisions will be impacted by reduction decisions.
 - OAA understands that the division and the campus will need to work together to reimagine how we deploy our existing human resources. OAA will also continue to collaborate with other divisions to ensure the campus pursues efficiency opportunities wherever possible.

- In the coming months, OAA will ensure the 2020-21 course schedule is established within the context of the necessary reductions and the continued projected lower enrollment. We anticipate implementing the reductions over the 2 year period.
 - University Advancement:
 - Advancement will need to reduce positions, either through attrition or reassignment.
 - At the same time, we will be adding additional major gift officers. We have among the fewest in the CSU system, and this stymies our ability to raise funds. So some areas in our Division will continue to make reductions, regardless of whether our overall budget is reduced.
 - We will need to improve operational efficiency, particularly in the operations of the HSU Foundation.
 - Making reductions at this time in Advancement would severely complicate efforts to build toward our first comprehensive campaign. Typically, a university would make additional investments in its Advancement area in order to undertake a campaign.
 - ACTION – Determine Proposed Budget Allocation Model for Campus Feedback
 - Committee discussion on the information shared by the VPs and context provided and how that shapes the proposed model to be shared on 12/3.
- Review First Quarter Reports and Projected Year-End Balances
 - Due to time constraints, Q1 projections will be shared in more detail at a future meeting once the balanced budget plan has been completed.
 - Spending is in line with budget allocations and Q1 projections indicate there will be approximately \$5 million in unrestricted one time monies at the end of FY 19/20. Much of this savings is related to vacant positions.
 - Committee discussion on division level analysis and approach to determining which positions are being filled as vacancies arise.
- Next Steps
 - Develop structure and agenda for Dec 3rd URPC Campus Budget Forum
 - World Café Style with established questions – format to be developed