

Budget and Planning Committee Minutes

Thursday, February 14th, 2019
10:00 –11:30 AM

Student Health Center, Conference Room (HCCR)

I. Call to order 10:02 am

- B. Street (chair), A. Hedge, A. Schmidt, V. Harper (ex-officio), J. Drnek, V. Martin (guest), T. Davis, A. Grombly, C. Lam, A. Lauer, M. Martinez

II. Approval of Minutes

- Minutes from 01/31/19 meeting: 1st : 2nd:

III. Announcements and Information

- Strategic Planning and Budget Advisory Committee meeting will be Thursday, Feb. 14, from 1-4 pm. Extended Education and Global Outreach (EEO)—Room 401-C
- Academic calendar update
 - o Approved in general Senate
 - o B. Street to follow up with changes via email
 - o Issue with thesis/dissertation deadline so that the end of classes and this deadline coincide, memo pending from graduate coordinators to general Senate to approve changes
 - o Advising adjustments of 3 weeks to accommodate Spring Break
 - o Was hoping to move registration, but Enrollment Management plans very far in advance
- Mr. Victor Martin (Vice President for University Advancement) discussion on unit budget, structure, and goals/priorities (**time certain 10:10AM**)
 - o UA exists to advance the University's mission. UA is stateside unit that oversees the Foundation
 - o Departments: Alumni Engagement, Public Affairs and Communications, Government Relations (also out of the President's Office), University events, et. al.

- Last year was a rebuilding year fiscally. Increase in donors and funds of about 33% in FY 16/17.
- Need the strategic plan to devise the feasibility plan
- Discussion of UA organization chart. Announcement of new Director of Public Affairs and Communications forthcoming.
- There are staff from Auxiliary Services who work directly with UA for accounting processes. They work in UA to meet reporting needs.
- Athletics also works with UA and will work closely with Public Affairs and Communications
- Development: front line fundraisers: Josiah Castro (Athletics), Lourdes (Corporate and Foundation), Heath and Martha (Academics including library). We are organized differently than other CSUs. We aim for the similar organization structure as the campus sees growth and more donors.
- UA budget receives \$2.37 mil. in stateside funding (1.82% of overall budget). We were the only campus in CSU with foundation employees in UA up until recently.
- \$33.384 mil in Endowments and reserves
- Charge 1.25% for management of endowments and 5% on gifts received.
- Other rent and investments are deposited to UA and is then distributed to the other campus units that manage the assets (like Facilities).
- \$750k in revenue through Foundation
- The endowments are invested and UA meets regularly with the financial advisors to manage and monitor our funds. We pay less than the national average for managing the funds.
 - Strategic Management Group and Greystone
 - Sustainability and social justice language was addressed in recent policy change for investing
 - There's usually a campus investment committee with faculty, staff and administrators. CSUB's is part of the Foundation

Board. Because it is under the purview of the Foundation, it is overseen by the Foundation Board. Might be helpful to have faculty to address some of the issues of social justice and sustainability. There are faculty on the Foundation Board.

- The 5% on gifts came from the Finance Committee and was approved by the Foundation Board. It's in line with the system, but it covers operations of UA. There's a TED talk, Dan Pallotta, where they got into 40-50% overhead, which allows you to hire more people to raise more money. Where we are, at 5%, it defrays the cost of fundraising. We have 3 directors in UA, but campuses like Fresno State have 20 with assistants and ASCs.
 - Since 2012, we've gone from \$2.5 mil, we've raised up to \$7 mil, but fundraising fell in 16/17 as there was a transition in administration of schools and units.
 - The numbers will grow as we begin the new campaign
- Goals:
- engage and stay connected with alumni
 - reworking membership plan
 - new mentorship program
 - Advocacy
 - Local, state, and federal government officials
 - Part of system-wide activity
 - End of March, they will be in D.C. to advocate for issues like year-round Pell
 - Marketing and Communications
 - New director to be announced soon
 - We've hired a student assistant to help with media production
 - Working to produce more robust media communications in different formats

- Fundraising
 - Host events through the year to raise funding
 - Try to include multiple objectives in each event
- Priorities for moving forward
 - Need more funding, but getting that funding takes a lot of work from faculty to stewardship and reporting/tracking of student success measures and financial reporting.
 - We are understaffed in many ways for where we need to get as an institution, but we are working to rectify this.
 - We work to maintain community and business relationships
 - Waiting on the strategic plan
 - Assessing campaign readiness
 - Will meet with CSU consultant (at no cost) to assess what resources we still need to launch the campaign
 - Feasibility Study will need to test aspects of the strategic plan
 - Interview stakeholders and potential donors about attitudes toward campaign and potential targets
- 50th Anniversary provides opportunity to host several events to begin this process
- V. Martin, T. Davis, B. Street, and A. Schmidt will all be on the committee for initiating the new campaign. Making sure there are diverse perspectives
- The relationships we have the business and community partners only work if we can deliver on the promise of potential employees, etc.
- There isn't currently a grant writer in UA
- Re: Advocacy there is an opportunity to engage more with faculty and their expertise. B. Street to follow up with V. Martin regarding tours for this purpose.

- Is the major limitation in UA the lack of staffing? 100% We are making the transition to a metropolitan university, but are we seeing the same growing pains in UA? Yes. Utilizing student assistants where possible, under the supervision of professional, but it would better serve them to be shadowing staff.
- UA has a difficult job courting individuals to donate their own money to support the university. Some units have the benefit of appealing to corporations and business, but there are other units where there are not related business to support them. There are really great programs that need individual support. If V. Martin were to meet with faculty, it could identify some of these small programs but would have the additional benefit of boosting morale. This would need to go through the Deans and Provost before getting to UA. V. Martin open to meeting with Deans and faculty.
- Alumni engagement: how can faculty or department chairs get data for their own alumni. Now that we have campus email, departments do not have contact information for their alumni once they graduate. Is there a database of this information that the departments can access. UA doesn't have researchers and tracking software to maintain contact information for alumni. Working to re-centralize alumni engagement and fundraising through UA again in consultation and cooperation with the departments and schools.
- Public presentations: does everyone need to use a campus approved template? There is a PowerPoint deck that will be released for this, and potentially a Prezi slide deck. It will ensure that text is legible and branded for recognition. To be released in the next few months.
 - There will probably be resistance. It is still within the faculty's right not to use the content; UA wants to make sure the resources are available.
- Discussion of intersections for curriculum and donor opportunities
- Alumni mentorship program: match up students with alumni

- Discussion of alumni fundraising at other institutions
 - We do still call bank though it seems to be contrary to national trend, but the idea is to start investing in donors
- Follow up with specific questions and concerns with V. Martin and B. Street
- University hour discussion – classroom utilization data for CSUB and CSU campuses (**time certain 10:50AM**)
 - Discussion of busiest time of use in Fall 2018
 - Discussion of definition of instruction space. We have to look at the differences between what the CO defines as used space versus our used and available space. We have 66 spaces used in Fall 2018, but what are the spaces that were counted (does it include labs) and how many spaces do we actually have. The charts from V. Harper are CSUB data, but the excel spreadsheets are CO data that will determine our eligibility for new space. AV data is separate.
 - Discussion of the problems with current scheduling
 - Student access to classes
 - Overlap of class offerings
 - Other issues related to this overlap
 - Moving the classes to other time blocks does not change the absolute utilization; it makes it more efficient and workable for students, but it won't address the utilization issue.
 - SLO utilizes Saturday classes. They have mandates for scheduling.
 - The current topic is University Hour. The referral is not scheduling and space utilization.
 - The data presented are from campuses with university hours or are working on it
 - We need to discuss the concept and whether we endorse it and also whether it is feasible to implement.
 - We need more faculty and a culture change to flatten the curve of when classes are scheduled.

- Going to a four day schedule will further skew the data
- We are currently in the bottom quartile for space utilization
- In order to increase the utilization, we would have to increase sections, days utilized, and keep the classrooms full.
- Some of the classrooms are too small to utilize
- Discussion of adequacy of instruction space (too small or other environmental concerns) and taking classes offline. It reduces our capacity in the sweet spot.
- How does only scheduling in the sweet spot support GI2025.
- Discussion of student needs and obstacles, faculty needs and obstacles, and the availability of tools, like Schedule Builder, to meet the needs of departments and students.
- There are some major obstacles here that need to be dealt with.

IV. Approval of Agenda

V. Old Business

1. Referral #09 University Hour
2. Referral #07 Interdisciplinary Studies Department Formation Proposal
3. Discussion on University priority spending

VI. New Business

None

VII. Adjourn 11:50 am