# PLANNING, RESOURCE AND BUDGET COMMITTEE MINUTES

APRIL 12, 2024

1:00 PM – 2:30 PM

## ATTENDANCE

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|---|---|---|
| ☐ Alva, Sylvia | ☒ Graylee, Laleh **(designee)** | ☐ Porter, Alexander |
| ☐ Badal, Matt **(proxy)** | ☐ Hidalgo, Rommel | ☒ Ravela, Oliver |
| ☒ Brennan, Catherine | ☒ Huang, Jidong **(chair)** | ☒ Rodriguez, Eric |
| ☒ Bruschke, Jon | ☒ Larios, Rosalinda | ☒ Shiner, Kimberly |
| ☐ Chávez, Minerva | ☒ McConnell, Craig | ☒ Stone, Sam |
| ☒ Dabirian, Amir | ☒ Meyer, Bill | ☒ Tran, Linh **(designee)** |
| ☒ Davis, Anthony | ☒ Muriel, Christine | ☒ Wood, Michele |
| ☐ Forgues, David | ☐ Oseguera, Tonantzin | |

**Guests: Jason Ono, Melissa Pacheco for David Forgues and Tara Garcia, Rob Scialdone, Alyssa Adamson, Michael Au-Yeung, Patricia Balderas, Linh Tran**

**I.      Call to Order**

1.1      Chair Huang called to order at 1:01 PM.

**II.     Introductions**

2.1      Kim Shiner, the Vice President for University Advancement was introduced.

**III.    Announcements**

3.1      Chair Huang announced the meeting location had changed for today due to being offline for renovation projects, however, he was notified the offline notification for PLS-299 was in error and they will continue to meet there for the remainder of the semester.

**IV.    Approval of Minutes**

4.1      Minutes 03-22-24

Chair Huang continued with the approval of the meeting minutes from 03-22-24 and opened for comment for any revisions.

The meeting minutes were approved unanimously.

**V.      New Business**

5.1     Division Inputs on Budget Priorities

Chair Huang made note that in the prior meeting, members mentioned they wanted a list of priorities that included actionable items. Huang thanked the Vice Presidents for submitting their list of items specific to their division. He then called for each VP to briefly discuss their inputs.

Provost Dabirian started with Academic Affairs, outlining their goals that included:

- Expanding assigned time support at the department and college level for faculty research and service.
- Increase faculty support for sabbatical and/or professional development.
- Recruit and retain high-quality and diverse faculty and staff.
- Support reassigned time for faculty advisors and/or hire additional professional advisors.
- Improve admission and enrollment management.

Meyer questioned how to improve the process for sabbatical proposals, and Dabirian mentioned that the FDC runs workshops for writing proposals and encourages them to go, however he wants the process to be more equitable. Wood inquired about supporting lecturers and faculty that have been in an advising capacity to be granted reassigned time. Dabirian responded that colleges are doing this currently, such as Nursing and Kinesiology, but let her know he's open to new advising models. Dabirian mentioned that he is concerned with the current structure of sabbaticals due to the fact that there are faculty members that have been there for some time who have been applying for sabbatical with difficulties being granted and are therefore stuck in associate status. The goal would be to make it so each faculty member receives at least 1 sabbatical.

Moving to the next segment, Chair Huang called for Admin & Finance to talk on their goal items. Graylee outlined a breakdown of the goals relating to deferred maintenance including:

Pressing projects that require immediate attention:

- An allocation of $10M is needed to replace 150 antiquated fume hoods in Dan Black Hall and McCarthy Hall.
- A further $10M is necessary to replace 10 elevators with the highest incidence of entrapments.
- An additional $10M is required to address the replacement of 6 roofs prone to leaking during heavy rainfall.
- $9M is earmarked for replacing a failing sewer system in Education Classrooms.

The Division of IT's goals were presented, including:

Online Strategy Support Model

- Support colleges with online course design and maintenance through dedicated instructional designers by college.
    - Need additional baseline for 3 instructional designers in the Academic Technology Center.
- Information Security
    - Information security unit has been re-organized but continues to be short on baseline staff funding, needing two information security analysts.

HRDI's goals were then displayed, with Melissa Pacheco present on behalf of David Forgues and Tara Garcia. The following submission goals were outlined:

- Recruitment and Diversity
    - Identify and promote best practices of targeted and collaborative recruitment to further diversify faculty and staff.
    - Develop equitable and sustainable strategies to attract and reward qualified candidates to join Cal State Fullerton.
- Retention and Professional Growth
    - Develop and promote professional development opportunities, including leadership training and peer mentorship.
    - Enhance and expand faculty/staff engagement activities to boost morale and improve sense of community among faculty and staff.

Rob Scialdone presented for Student Affairs with the following goals outlined:

- Baseline funding for Admissions, Registrar, Title IX, and DSS Accommodation (Academic Accommodations)
- Strategic Enrollment Management Support including staffing and technology/software.

Bruschke inquired on the state of the Admissions department with understaffing, with Scialdone making note that they are improving and making progress on retention efforts, although additional staff will be needed to help. Bruschke asked about the length of time it takes for the admission process and how they will use the funds to improve the speed of admissions. Dabirian communicated the implementation of OnBase that will improve workflow management for graduate and undergraduate admissions. Brennan asked about Title IX and how funding would be used. Scialdone explained that there is new legislation and a new model in the Title IX world that will require them to hire additional investigators and staff.

VP Shiner and Jason Ono presented for University Advancement, with Jason Ono presenting first on the process improvement goals of the Division:

- Process Modernization: Modernize institutional processes to reduce bureaucratic complexity, encourage innovation, and foster collaboration and resource-sharing.
    - o Workflow Automation – Implement software solutions to automate workflow of forms and streamline administrative processes.
    - o Policy Alignment - Conduct a thorough review of existing Foundation policies and procedures and align them with university policies and thresholds.
    - o Auxiliary Utilization - Conduct a thorough review of existing Foundation policies and procedures and align them with university policies and thresholds.
    - o Staffing Optimization - Fill vacant operations and compliance positions with qualified professionals who can support the modernization efforts and ensure compliance with regulations and best practices.
    - o Training and Development - Fill vacant operations and compliance positions with qualified professionals who can support the modernization efforts and ensure compliance with regulations and best practices.
    - o Cross-Departmental Collaboration - Foster a culture of openness and teamwork, where employees are encouraged to share ideas, best practices, and resources to drive continuous improvement and innovation.

VP Shiner then presented on the Financial Capacity and Culture of Philanthropy outcome goals:

- Identify and implement best practices in budgeting processes to improve efficiency and transparency at all levels of the university.
- Grow self-support entrepreneurial activities.
    - o Financial Diversification - Identify and explore alternative sources of funding beyond traditional university funding streams.
    - o Entrepreneurial Growth - Develop a strategic plan to grow self-support entrepreneurial activities.
    - o Budget Deficit Elimination - Develop a roadmap for eliminating the structural budget deficit.
    - o Research and implement best practices in budgeting processes.
    - o Engage key stakeholders, including department heads, faculty members.

Stone assessed on the fact that giving to the University is often-times restricted, and asked Shiner if there were opportunities for more unrestricted giving. Shiner responded that it being restricted is not uncommon, as they look at donor intent, as well as the fact

that unrestricted dollars take a lot longer to be used (such as transformational gifts). Shiner commented that deferred giving and the funds associated also don't come into fruition right away. She noted she is working on strategies with the team on how they look at funding and its uses, and seeing where they can seek more flexibility.

5.2     University Strategic Plan Update

Chair Huang moved to the next agenda item for the University Strategic Plan Update. AVP Su Swarat presented to the committee, letting them know the Strategic Plan has gone through a full year worth of preparation, and it is now launched. She gave an overview of the components that includes the:

- Mission
- Vision
- Values (6)
- Goals (5)
    - Objectives (16)
        - Strategies (57)
            - Progress Indicators (53)

She then outlined the 5 goals of the Strategic Plan:

1.  Enhance support for student access, learning, and academic success.
    - Expand access to higher education for all traditional and nontraditional learners, enrich learning experiences through diverse and innovative academic offerings, and enhance support services and infrastructure to ensure students' retention and graduation as well as their mastery of the knowledge and skills needed to reach professional and personal goals.
2.  Foster student engagement and well-being.
    - Support student engagement and holistic growth in an inclusive campus environment, cultivate a sense of belonging for all students of diverse backgrounds that include undergraduate, graduate, postbaccalaureate, credential, and non-degree students, and provide comprehensive resources to support their mental health, physical wellness, and financial and basic needs.
3.  Recruit, develop, and retain high-quality and diverse faculty and staff.
    - Recruit, develop, and retain diverse faculty and staff by supporting professional and personal growth.
4.  Expand and strengthen physical and financial capacity and community relations.
    - Augment revenue opportunities and philanthropic investment for the university and create innovative use of our limited physical spaces to best support student learning and the evolving needs of the broader Titan community.
5.  Innovate and improve campus operations.

- Improve the effectiveness and efficiency of campus operations through adoption of best practices and cultivation of a culture of innovation.

Following the presentation on the 5 goals of the strategic plan, Swarat talked on the alignment of priorities, noting that the strategic plan informs the goals, strategies, and assessment plan at the Division and College level, and each division is assigned specific roles for the strategies. From there, the Division plan informs the outcomes and assessment plan at the unit level.

Bruschke cited the number of strategies and the concern that they won't want to lose focus or dilute efforts because there are so many. Additionally, he placed importance on trust building that comes from the top down when it comes to implementations of the strategic plan having limited resources. Swarat responded that there are several goals that cover different aspects of the campus operations, and made note that the President worked over two days with the VPs to designate who is responsible for the strategies.

Stone expressed that responsibilities for inputs and outputs should be fairly allocated, with the department's point of view as not having much control over inputs. He included examples such as admissions or the fact that not all students are prepared for college, and yet they are responsible for outputs. He outlined he wanted to ensure they're not facing an unreasonable burden. Swarat responded that Stone's question is exactly why they have outlined in Goal 1, Objective 1, and Strategy 1 to create and implement a multi-year sustainable strategic enrollment plan and ways to balance the need for growth. She explained the oversight committee has college representatives to ensure that all division's perspectives can be expressed. Members discussed to be hired salary ranges and transparency. With no further comment, Chair Huang thanked AVP Su Swarat for presenting.

5.3    PRBC Memo Discussion

Chair Huang announced that the next meeting on April 26th is an as-needed meeting. He opened to the members for comment on whether they would like to meet or communicate via email instead. With no hand raised to hold the meeting, Chair Huang announced that the memo draft committee would continue to meet and he would provide updates and ask for input if needed through email.

Chair Huang shared that within the suggestions from the members and the memo draft committee, he put together a preliminary outline for the memo. With the actionable item list put together by the divisions, they are now able to start piecing together the draft. Chair Huang and the committee discussed the outline, merging related items together, listing categories in ranking of highest priorities and other high priorities, and proposed to list the priorities followed by how they relate to the University Strategic Plan.

**VI.    Adjournment**

Meeting adjourned at 2:33 PM.

_Respectfully submitted:  Stacy Threatt_