

PLANNING, RESOURCE AND BUDGET COMMITTEE MINUTES

NOVEMBER 5, 2021

1:00 PM – 2:30 PM VIA ZOOM

ATTENDANCE

<input checked="" type="checkbox"/> Bruschke, Jon	<input checked="" type="checkbox"/> Hallett, Cassandra	<input checked="" type="checkbox"/> Oseguera, Tonantzin
<input checked="" type="checkbox"/> Chávez, Minerva	<input checked="" type="checkbox"/> Huang, Jidong	<input checked="" type="checkbox"/> Rodriguez, Eric
<input checked="" type="checkbox"/> Coley, Ron	<input checked="" type="checkbox"/> Kim-Goh, Mikyong	<input checked="" type="checkbox"/> Saks, Greg
<input checked="" type="checkbox"/> Dabirian, Amir	<input checked="" type="checkbox"/> Mallicoat, Stacy (Chair)	<input checked="" type="checkbox"/> Stambough, Stephen
<input type="checkbox"/> Davis, Anthony	<input checked="" type="checkbox"/> McConnell, Craig	<input type="checkbox"/> Thomas, Carolyn
<input checked="" type="checkbox"/> De Lijser, Peter	<input checked="" type="checkbox"/> Meyer, Bill	<input type="checkbox"/> Virjee, Framroze
<input checked="" type="checkbox"/> Forgues, David	<input checked="" type="checkbox"/> Mitchell, Joshua	<input checked="" type="checkbox"/> Yong, Emeline
<input type="checkbox"/> Garcia, Danielle (designee)	<input type="checkbox"/> Nagai, Nelson	

Guests: Camacho, Edwards, Garcia, Graylee, Hidalgo, McCoullough, Scialdone

I. Call to Order

- 1.1 Chair Mallicoat called to order at 1:00 PM

II. Announcements

- 2.1 No announcements.

III. Approval of Minutes

- 3.1 M/S/P (Forgues/ Stambough) Motion to approve minutes from October 22, 2021.
Minutes approved by acclamation.

IV. New Business

- 4.1 University Advancement

VP Saks delivered the Division of University Advancement's presentation to PRBC. He updated the committee on the progress made on the CSUF's comprehensive campaign, "It Takes a Titan". He described how the program exceeded initial expectations to the degree that the initial working goal of \$175 million had been increased twice and now

stands at \$250 million. As of November 1, 2021, the campaign had raised \$232,357,643 or 93% of target. The program is set to conclude in December of 2022. He also reported on the \$40 million MacKenzie Scott-Dan Jewett gift and how this was allocated to support campus initiatives.

VP Saks then described the division's goals for 2021-22. These included: growing a culture of philanthropy and fundraising success, further developing the infrastructure of the division to meet fundraising and engagement objectives, nurturing a dynamic CSUF Philanthropic Foundation Board, refining and enhancing external and internal communication efforts, expanding CSUF's advocacy and community outreach efforts, and invigorating CSUF's Alumni Engagement program. Coming out of the pandemic, the division wants to create opportunities for student, alumni and stakeholders to engage with campus, refocus strategic communications away from crisis communication and to other, post-pandemic priorities, and develop integrated strategies with corporate partners.

Areas where the division anticipates challenges in the coming year include how to safely navigate engagement post-COVID, supporting campus opportunities with the available resources, recruiting and retaining talented staff, reviewing Cal State Fullerton Philanthropic Foundation (CSFPF) systems, and positioning the division for what's next when the comprehensive campaign ends.

Q&A:

Q: (*Bruschke*) We've heard from other divisions that employees are asking for more, long-term telework options. Is that true in University Advancement?

A: (*VP Saks*) Our employees are also interested in more flexibility in their work arrangements. That said, certain positions, by their nature, are more or less compatible with telework. A comprehensive analysis of the needs of the position must also be included with any negotiated telework arrangement.

Q: (*Bruschke*) How does the success of the comprehensive campaign impact an instructional department's operational budget?

A (*VP Saks*): Donor's often direct their gifts to their own priorities and, consequently, while the university as a whole has benefited from the campaign, the distribution of those benefits has, necessarily, been uneven. The division continues to make the strong case to donors that making unrestricted gifts to the university provides the greatest impact. These gifts allow the university to distribute proceeds across all areas, including instructional units.

Q: (*Kim-Goh*) Can you give more detail on the MacKenzie Scott and Dan Jewett Endowed Fund for Excellence?

A: (*VP Saks*) \$15 million was set aside to create an endowment with the hope that these funds can be used to generate revenue for the university to fund university priorities. In this way this one-time gift can have a continuing, lasting impact on the campus.

Q: (*Mallicoat*) On the \$3 million fund for extraordinary activities and programs, will there be a committee that includes faculty representation to help manage it?

A: (*VP Saks*) We are presently communicating with the chair of Academic Senate to seek advice and nominations for faculty representation on this committee. We're envisioning at least two spots designated for faculty and may include more.

Q: (*Stambough*) Does the campus comprehensively track engagement to identify where different contacts can be leveraged to become opportunities for giving?

A: (*VP Saks*) The campus does not have a system to track engagement comprehensively, though the division has had some success with university advancement specific interactions. CSUF is in the process of reviewing engagement software to allow us to track engagement on an organization wide level. Separately, there is a lot of thought given to the student experience and to their transition to becoming alumni. Specifically, the university is examining strategies on how foster and maintain a long-term connection to CSUF after graduating. Across the system, making and retaining strong relationships with alumni is seen as an important strategic goal.

4.2 Human Resources, Diversity and Inclusion

VP Forgues delivered the Division of Human Resources, Diversity and Inclusion's (HRDI) presentation to PRBC. He detailed HRDI's strategic plan that includes: growing employee engagement, leveraging technology to improve customer experience and service delivery, build a data-driven culture, improve internal and external communications, and pursue collaborative partnerships. He discussed how HRDI is working to help the campus manage the campus's transition from a crisis posture to regular operations by providing timely updates and facilitating necessary conversations. He also discussed how HRDI is exploring solutions on how to sustain productivity as the campus navigates telecommuting versus in person work.

In the near term, the division is: planning on creating an ADA manager position, providing more conflict resolution resources, fostering engagement and learning in a hybrid environment, continuing the implementation of a new systemwide CHRS HR system, assessing the campus's HRDI needs, planning for the results from collective bargaining, and continuing to review and streamline HRDI processes and systems.

VP Forgues also discussed how HRDI can help make diversity initiatives more faculty driven by sponsoring a D&I Innovation grant, facilitating the development of a Faculty of Color Learning Community, providing D&I training on cultural pedagogy and an Introduction to Racial Equity Learning Module.

He also addressed the challenges faced in filling vacant positions. He noted that HRDI also suffered from attrition and restrictions preventing the division from filling vacant positions. It's hoped that addressing HRDI staffing needs will help improve service response times.

The division, like other areas of the university, has not had its baseline cut from last year fully restored. VP Forgues also observed that HRDI undertook additional responsibilities related to the campus's DEI initiatives. This was done without growing HRDI staffing headcount and was instead achieved by redirecting existing campus resources.

Q&A:

Q: (*Bruschke*) Will the campus allow more virtual work options in the future?

A: (*VP Forgues*) The initial focus into the Fall 2021 term was on campus repopulation. Now that this milestone has been achieved, the campus is set to review flexible work

options for the future. There are currently pilot programs in other divisions that have implemented either a full or hybrid work-from-home model. As always, these decisions must be made with operational needs in mind.

Q: (*Mallicoat*) How long will the COVID testing site be operational?

A: (*VP Forgues*) Since the campus has implemented a vaccine mandate and the campus community has largely complied, we anticipate dismantling the testing center over the winter break. We expect the health center to provide the necessary testing capacity to service the campus's needs for the near future.

Q: (*Mallicoat*) How long will the campus continue to have a masked while indoors policy?

A: (*VP Forgues*) The campus looks to state and federal agencies for guidance on mask rules. Each month, this guidance is reviewed and, if needed, the mask rules are kept in place for an additional month. Should that guidance change, then CSUF will similarly adjust its policy on requiring masks indoors.

Q: (*de Lijser*) Who should we consult on approving work-from-home requests from staff? Should we consult college deans?

A: (*VP Forgues*) Academic departments should consult their college dean's office on work-from-home requests. It's anticipated that there may be new guidance forthcoming for academic units.

4.3 ASI/ IRA

Executive Director Dave Edwards delivered a presentation on Associated Students, CSUF, Inc. (ASI) and Instructionally Related Activities (IRA) student fees. He described ASI's organizational structure and expanded on IRA's history, which was established in 1978 to provide support for essential educational experiences and activities that aid and supplement the fundamental educational mission of the University. He noted that IRA funds are strictly regulated and can only be used to support a limited, specific set of university programs. He goes on to describe IRA fee governance and related CSU systemwide guidance as well as the revised program timeline which pushed application review and approval to earlier in the year. He goes on to describe the 2021-22 distribution by college of IRA fees and a demonstration that the majority of applications for IRA funds are awarded.

He notes that there are ongoing challenges in the IRA award process that include the demand for IRA funds exceeding availability, improvement in the deliberations process, the challenges presented by the pandemic for business travel, and the looming IRA audit.

Q&A:

Q: (*Mallicoat*) How often is the ASI fee rate reviewed?

A: (*Edwards*) The IRA fee is reviewed annually by the Student Fee Advisory Committee (SFAC) who then submit their recommendations to the President. For the past five years, SFAC had been advised to strongly consider increasing IRA fees. He also observed that there remains IRA fee reserves from programs that have not yet fully expended their budget. These reserves are brought to the IRA committee for reallocation, less a small contingency.

Q: (*Mallicoat*) Can you give more detail on the restrictions imposed on IRA fee funded travel?

A: (*Edwards*) Strict controls were imposed to limit the amount that IRA fees can spent towards travel. There has been discussion to update these amounts to reflect current costs

Q: (*Bruschke*) Should the campus set a strict budget for how much of the IRA funds could be used for study abroad and study away activities?

A: (*Edwards*) There is support, in principle, that there should be a broader campus conversation on how study abroad and study away activities should be funded. That said, the larger issue remains the fact that demand for IRA funds exceeds the available budget.

Q: (*Bruschke*) Is the currently established procedure for reviewing and awarding IRA funded programs out of compliance with regulations and CSU policy?

A: (*Edwards*) The question on the whether categories of IRA-eligible programs enumerated in statute should be interpreted as guidelines or as de facto allocation requirements has been reviewed by university counsel in the past. The current guidance is that the programs listed in statute are meant to provide examples of usage but are not, per se, hard requirements on how IRA funds should be allocated. We can submit this question again to general counsel to see if that guidance has changed.

Q: (*Meyer*) Does the IRA fee need to support athletic activities? Is there a process in place to react to rapid increases in consumer prices that were not originally included in IRA funding proposals?

A: (*Edwards*) The change to allow IRA fees to support athletics was enacted by student vote. This can be reversed in the future by the same process. There is an established process where awardees can submit requests budget variances due to unexpected inflationary increases.

V. Adjournment

5.1 M/S/P (Dabirian/ Yong) Meeting adjourned at 2:33 PM.

Future Items

- Division Presentations
 - Academic Affairs 12/3 and 1/28
 - Administration and Finance 1/28

Respectfully submitted: Jhofelle Maruzzo, and Oliver Ravela