

**CAMPUS REENGINEERING COMMITTEE**  
**FEBRUARY 23, 2007**

MEMBERS PRESENT:

Larry Furukawa-Schlereth, Chair  
Ruth Burke  
Katharyn Crabbe  
Erik Dickson  
Peter Flores  
Sue Hayes  
Carol Ingerman  
Susan Kashack  
Mike Kiraly  
Rick Ludmerer  
Neil Markley  
Robert McNamara  
Peter Neville  
Gloria Ogg  
Janice Peterson  
Chuck Rhodes  
Floyd Ross  
Andrew Sloan  
Jason Wenrick

Melinda Barnard  
Steven Campbell  
Jenifer Crist  
Christopher Dinno  
Ian Hannah  
Tyson Hill  
Nate Johnson  
Kelley Kaslar  
Paul Lange  
Laura Lupei  
Elaine McDonald  
Charles Mikulik  
Eduardo Ochoa  
Tom Ormond  
Anna Reynolds  
Vincent Richman for Elizabeth Stanny  
Sam Scalise  
Tim Tiemens  
Xiaodong Zhu

MEMBERS ABSENT:

Letitia Coate  
Dolly Freidel  
Bill Ingels  
Katie Pierce  
Nadir Vissanjy  
Erica Wilcher

Dan Condron  
Lori Heffernon  
Perry Marker  
Rich Marker  
Tim Wandling

GUESTS PRESENT:

Dee Dee Brannan  
Joyce Suzuki

David Abbot

## AGENDA

- I. APPROVAL OF THE MINUTES
- II. VICE-PRESIDENT'S REPORT
- III. MANAGEMENT TRAINING PROGRAM
- IV. STRATEGIC PLANNING
- V. CAMPUS FINANCIAL AFFAIRS
- VI. CELL PHONE POLICY
- VII. GUIDELINES: USE OF STATE RESOURCES
- VIII. FACULTY STAFF HOUSING UPDATE
- IX. FACULTY IN RESIDENCE PROGRAM
- X. HUMAN SERVICES ASSESSMENT
- XI. ITEMS FOR THE GOOD OF THE ORDER

### **I. APPROVAL OF THE MINUTES**

Laurence Furukawa-Schlereth called the meeting to order at 12:26 pm. Schlereth called for a motion to approve the minutes of the December 1, 2006 meeting. Katharyn Crabbe moved, Sue Hayes seconded. No objections or changes were heard. The minutes were approved unanimously with abstentions from those who were not in attendance at the December meeting.

Schlereth also introduced guest, Joyce Suzuki, who was present to be able to comment on the Human Services Assessment Report.

### **II. VICE-PRESIDENT'S REPORT**

(Please refer to the February 23, 2006 agenda packet for related documents)

#### Senior Director: Capital Planning Design and Construction

Schlereth announced that he was pleased to congratulate and welcome Christopher Dinno as the successful candidate in a national search for the Senior Director of Capital Planning, Design and Construction.

#### Senior Director: Common Management Systems

Schlereth also congratulated and welcomed Jason Wenrick as the Senior Director for Common Management Systems. The recruitment for that position was also a national search.

#### Facilities Administrator: Green Music Center

In a regional search, Ron Bartholomew was the successful candidate for the third position for the Green Music Center. The Facilities Administrator will provide oversight for the physical facility at the GMC. Bartholomew spent many years as a carpenter in Facilities, and then worked for the Center for Performing Arts as a Scene Manager.

#### Construction Project Manager: One Card – Keys

Kevin Martin has been appointed as the Construction Project Manager for the One Card project in the CPDC department.

Schlereth thanked everyone who assisted with the recruitment process for these positions.

#### California Student Aid Commission Delegate

Schlereth referred to the letter in the packet from Chancellor Reed appointing Susan Gutierrez as a representative to the California Student Aid Commission. Congratulations to Gutierrez on her prestigious appointment.

#### Green Music Center Update

Schlereth provided an update on where the Green Music Center project stands from a construction perspective. There have been no significant change orders and the project is on time and within budget. However, there are certain elements of the project that are not contained within the budget. For items such as the furnishing and maintenance of the facility, the project relies on future donations. There are specific deadlines of when these dollars are needed and the campaign is lagging slightly on the deadlines. It is starting to look like the Fall 08 opening will be impacted by this. The finale campaign is working aggressively to raise these dollars.

#### Outsourcing Study Group

The Outsourcing Study Group is moving along very well. The faculty, staff and administrator representatives have been appointed, and the Associated Students should be identifying three to four student representatives very soon. Schlereth will co-chair the group along with Art Warmouth. It has been a little slow getting underway but it is moving along. Erik Dickson added that the nomination of student representatives should be on the Associated Student Senate meeting agenda for the upcoming meeting on Thursday.

#### Graduation 2007

Commencement has never been an official work day on our campus so we need to get about 400 to 500 volunteers. It tends to be the same people every year, which seemed unfair. Commencement has now been declared an official work day for all non-faculty employees.

#### Future Use of the Commons and the Student Union

Schlereth would like to form an ad hoc task force to provide consultation on the future use of the Commons and Student Union. Once the University Center is opened, these spaces will need to be used for an alternate purpose. Please let Christopher Dinno know if you are interested in serving on this ad hoc task force.

#### Common Management Systems: Degree Audit

In the next thirty days, CMS will roll out an upgrade to the Student Administration module for the degree audit. This functionality should be very helpful for student advising. Wenrick will provide a demonstration at the March or April meeting.

#### Common Management Systems: Data Warehouse

The CMS Data Warehouse is a tool that greatly assists in institutional reporting and the provision of other informational reports. The CSU is getting ready to implement the data warehouse and we have been asked to be a pilot analysis group for the student administration portion. The benefit of being part of the pilot program is that you are instrumental in shaping the final product. Anyone who is interested in getting involved should speak with Wenrick.

#### Common Management Systems: Perpetual Upgrade

PeopleSoft is a part of the way that we do business. The system is constantly being upgraded and improved. This presents operational problems of how to deal with the perpetual upgrades. There is a significant effort on the part of a lot of people in order to make these upgrades happen. It needs to be determined how best to organize in order to be able to keep abreast of the upgrades in various areas. How will these areas deal with this challenge without the addition of resources?

#### Common Management Systems Executive Committee

Beginning next month, Schlereth will be chairing the Systemwide CMS Executive Committee which provides overall leadership for the CMS project in the system. Eduardo Ochoa is also a member of the Executive Committee.

#### Common Management Systems: Project Directors

Wenrick will be serving as the chair for the CMS Project Directors group for the system and will provide leadership for the CMS project.

#### Compensation Beyond Salary Calculator

Schlereth provided an example of the CSU Compensation Beyond Salary Calculator in the packet. The calculator is available on the CSU benefits website and shows the value of the compensation package beyond salary. It really highlights the high cost of health benefits. The CSU may be behind in compensation dollars, but the benefit package is significant.

#### Moody's Investor Services Report

We have received an upgraded rating for our finance bonds from Moody's Investor Service. Moody also commented on the financial and operational strengths of the CSU. This upgrade will have a positive impact on our interest rates for borrowing. It is helpful for the university community to see what the external financial community is saying about the strength and future projections of the CSU.

### Revenue Management Program

The first phase of the Revenue Management Program, which is the move to managing money outside of the state treasury, is complete. Letitia Coate and the entire finance team have done an incredible job in this transition. There have been questions raised of how much interest we have earned so far. It is important to keep in mind that the RMP program has increased our costs of managing the money. Coate and Janice Peterson are performing an analysis, so we will soon have a better sense of our interest earnings.

### California Institute on Human Services

There has been some media coverage on the current issue with the California Institute on Human Services. However, this is a complex issue and there is some incorrect information in the media coverage. As part of the normal internal control processes the SSU Financial Services Team identified certain expenditures recommended to be charged to particular grants. The President made a decision to place Tony Apolloni and George Triest on administrative leave while the item was reviewed further. To assist us in handling the potential issues, an internal auditor from the Chancellor's Office is reviewing the data and analyzing the potential disallowances. The rules in the state of California are such that if you have a suspicion or are aware of an irregularity, it is necessary to inform the federal and state governments. So, there may be additional reviews conducted by federal or state agencies.

David Abbot noted that in the Press Democrat article, Apolloni said that the funding for administration had been cut. Schlereth responded that Apolloni may have been referring to the Indirect Cost Recovery (IDC) rate. IDC available after the payment of all appropriate indirect administrative costs is then allocated to the Provost and then allocated out from there. The costs of managing the Grants and Contracts program, particularly borrowing, plus the post-retirement benefit, has made the amount of IDC for redistribution quite small. This makes it difficult to run the grant with anything less than a 20% IDC rate.

### Facilities Services Interim Plan

Schlereth asked the committee to give him feedback on a plan he would like to take action on as soon as Monday. There are currently too many things on his plate at the moment to manage all of them effectively. In order to assist in mediating this, he would like to consider moving the EH&S department, comprised of Craig Dawson and Thom Sargent, and move them to Facilities on a temporary basis. The EH&S department has been in HR for many years, because Edna Nakamoto was the former director and the most knowledgeable in the area. So, this organization made sense at the time. However, Nakamoto is no longer here, and Coate has been acting in a supervisory role, but it is not a natural fit to have a financial officer provide the leadership to that area. The work has an affinity with Facilities Services, and the move would provide some help to Coate. Dawson, as the EH&S Director, and Rich Marker are both open to the idea. Normally, more time for consultation would be desired, but in this case, it would be helpful to move sooner rather than later.

The Facilities department and CPDC used to be within one department. Bruce Walker was hired and reported to John Bond, the Director of Facilities. However, when Bond retired, the two departments were separated. Schlereth would like to bring the two departments back together under one unit now. Dinno and Marker are to begin working on succession planning to prepare for a smooth transition of staffing changes. Most of the senior managers in those areas are going to retire in the next two years. Schlereth thanked Dinno and Marker for their flexibility and resiliency in working through these challenges.

Normally, there would have been a first reading discussing these two changes, but in this case, it is preferable not to delay. The changes would be for the interim and would then assess how well everything is working. Schlereth asked the committee for a response and no objections were voiced.

### **III. MANAGEMENT TRAINING PROGRAM**

#### Time to Degree

It has become clear that it is very difficult for the trainees to complete a master's degree program in three years. There are a whole set of reasons for this. In the MBA, there are a significant amount of pre-requisites to the program, and for the MPA program, it is due to the capstone requirements. The proposal is to extend time to degree from three years to four years. This would be a formal change to the program.

Hayes noted that she would argue in favor of extending the time. The current time limitation also does not allow for resource constraints in the programs that may prevent classes being offered due to staffing shortages. Additionally, attaining a degree can take longer while working full time.

Crabbe added that the CSU has a guideline for degree completion times which is up to seven years, so the extended timeline is still well within that constraint. Markley added that the concern for the MPA program is the comprehensive exam at the end which is very rigorous. Only about half of students pass the first time, but most pass the second time. It is difficult for the trainee program to have the expectation that all trainees will pass the first time when the MPA advisor tells us that we should have the expectation that they will need to take the test twice.

Peter Neville asked if this will impact the number of new persons brought into the program due to the longer timeline. Schlereth responded that it most likely will not. Schlereth also clarified that there will be no more unclassified graduate students in the management trainee program. Incumbents will not be hired as trainees until they are accepted to a graduate program.

Schlereth concluded that the committee was not adverse to this change, and thus extended the time to degree for the management trainee program to four years.

### Trainee Reassignments

The first class of trainees is halfway through the program, so it is now time to think about where they will be reassigned. Carol Ingerman will be leaving Entrepreneurial Activities and joining CPDC. This will change her mentor from Markley to Dinno. Ingerman will be working towards Deborah Duvall's previous position as Director of Campus Planning. Ingerman will still be considered a trainee. Schlereth congratulated Ingerman on this positive opportunity and transition.

Discussions are currently underway with the other four trainees in the first class. It is also emerging that the mentors are not happy about losing their trainees, but that is how the program is structured, so it is necessary.

### **IV: STRATEGIC PLANNING**

(Please refer to the February 23, 2006 agenda packet for related documents)

#### Campus Activities

The agenda packet contains an overview of the campus strategic plan which Ian Hannah put together with information gathered from Rose Bruce. A draft strategic plan is to be written after consideration of the feedback from Spring Convocation. Then, it will go back to the University Strategic Planning Committee in April and submitted to the campus for consideration in May. More input will be solicited in early Fall.

Robert McNamara asked why some items were in bold. Schlereth responded that these items represent the President's priorities, which are also reflected in the Budget Priorities document.

#### Status of the Division 2006-2007 Plan

The 2006-2007 Division plan is also in the packet with completed items crossed off of the list. Schlereth noted that progress on initiatives is not moving as quickly as he would like.

#### Draft 2007-2008 Division Plan

The draft plan for 2007-2008 is mostly a continuation of the 2006-2007 plan. There are not many new issues in this draft. This document will evolve to reflect dollar amounts just as the plan for last year. Schlereth called the committee's attention to the area of instructional technology where there are no specific initiatives listed. Ochoa and Sam Scalise are working together to formulate these specific initiatives.

Discussion ensued regarding the importance of a comprehensive space plan for the campus.

## **V: CAMPUS FINANCIAL AFFAIRS**

(Please refer to the February 23, 2006 agenda packet for related documents)

### Review of Campus Reserve

The 2006-2007 Reserve Allocation was \$625,000 and the Reserve Distributions total was \$836,000. There were assessments made to all of the campus divisions and the reserve now stands at \$138,494.

Crabbe asked why the CFA arbitration award appears as a reserve distribution and then again as an already collected item. Schlereth responded that Katie Pierce and Blackshire-Belay estimated that arbitration award to be \$130,000 so the divisions have already been assessed for that amount. Schlereth added that the CIHS disallowance item will be specified soon. There are also two legal matters of employment law that are pending which Rick Ludmerer and Suzuki are working on. Each case has a \$100,000 deductible, so there could potentially be two additional \$100,000 items.

### Campus Budget Priorities: 2007-2008

The campus budget plan is linked to the university strategic priorities and the President's priorities. Crabbe added that it is clear that WASC standards require a connection between budget and planning both for curriculum and co-curriculum.

### Governor's 2007-2008 Budget and Proposed Campus Allocations

The most significant difference between the Trustee's budget request and the Governor's budget is the fee increase. There is not much change at the bottom line. There is a cut for outreach programs, but this budget item usually gets replaced in May. There is a relatively small increase for Math and Science Teachers, but nothing above the compact, so some of the important issues like compensation are not addressed. The CSU lobbying effort will focus on funding as many items above the compact as possible.

The new discretionary funds from the marginal cost formula are distributed to various divisions. The projected new discretionary funds are about \$3 million. These funds are being used to address issues that are campus wide such as increased energy costs and items from the President's strategic planning priorities.

## **VI: CELL PHONE POLICY**

(Please refer to the February 23, 2006 agenda packet for related documents)

The President is anxious to put forth a policy on cell phones for the campus, so Schlereth would like to get feedback on the proposed policy guidelines today. The campus is in need of a policy regarding cell phones or PDAs paid for by university or auxiliary funds. The IRS has made it clear to the Chancellor's Office that if an employee receives a personal or non-business call on a University cell phone, the employee must reimburse the university or report the cell plan as income on their taxes. This new policy must be bargained by the unions for represented employees, but fortunately, there are relatively few employees in bargaining units that have cell phones paid for by the university.

Additionally, it will only have a moderate effect on faculty, as only about five faculty members have a university paid cell phone.

The policy specifies that cell phones should be provided for employees that need to be on call 24 hours a day, seven days a week. This determination is to be made by the appropriate administrator. The policy proposes to give the employee up to \$1200 a year for a calling plan, with a \$300 stipend for the device. This policy is modeled after San Diego State's cell phone policy. In addition, the cell phone records will no longer be subject to the public records act because they will be paid for by the individual. This proposed policy will be sent forward to the President.

Markley clarified that the main intent of the policy is to deal with the audit issues and not to avoid the public records act. Suzuki asked if the stipend is prorated if the employee leaves the university. Schlereth responded that it is not. Hayes expressed concern about the \$1200 annual limit on the calling plan because it seems very high. Schlereth responded that this takes into consideration that some employees may need both a cell phone and a PDA. The limit for each individual will be determined by the appropriate administrator. Hayes added that field trips often require the use of satellite phones. Schlereth replied that Police Services supplies satellite phones for check out for events such as field trips. Neville wanted to clarify that this policy applies to those who require a cell phone due to their normal job duties. Ruth Burke asked if the policy could be based on location rather than just necessity for contacting the employee. Schlereth responded that if the employee is in the MPP classification, the determination of the need for a cell phone is up to the appropriate administrator, but if they are staff, the determination will need to be bargained.

Schlereth advised that whistle blowing activity is very prevalent, further enhancing the importance for the stipend to be justifiable. Schlereth called for a motion to approve the policy. Neville moved and Crabbe seconded the motion. There were no oppositions. Schlereth will discuss the policy with the Chair of FSAC before taking it to the President for review.

## **VII. GUIDELINES: USE OF STATE RESOURCES**

(Please refer to the February 23, 2006 agenda packet for related documents)

The Guidelines for the Use of State Resources is presented as a draft. Schlereth would like to send this out as a memorandum in March. These guidelines will provide a reminder of the government code as it applies to the use of state resources. A number of issues have been raised due to whistleblower activities. In many cases the employee did not know that what they were doing was wrong. This is because the campus has not provided any guidance. However, the auditors are being very rigid in this regard, so the campus needs to provide some clarification. The law regarding this area is pretty specific, but these guidelines focus on the concept of de minimis. De minimis means "trivial, minimal, of no impact, of no consequence or so small that it need not be considered". However, any personal activity that is done for direct or indirect personal profit is not covered under de minimis activities. It is especially difficult in an academic

environment to determine what is personal and what may be considered to be professional development. Suzuki suggested the addition of the phrase, state time and resources rather than just state resources. Dickson added that there may need to be a better description of “state resources”. Schlereth responded that he did not quite know how to handle the issue of time. Tom Ormand added that, for these kinds of guidelines, simplicity is best. The intent of the document is to provide a general understand that employees are not entitled to the use of state resources for personal use just by working here. Schlereth agreed, but added that the auditors get very specific when examining misuse of state resources. Mikulik suggested an addition to the guidelines specifying that if the employee thinks any activity may be questionable, to get approval from their appropriate administrator.

Melinda Barnard expressed the concern that this policy could cause a backlash of employees being resistant to doing any work activity on their personal time. Mike Kiraly said that he does believe the campus should provide some sort of guidance and that this is a good start. The use of the word occasional is helpful; it indicates to the employee that they have some level of discretion. Rick Ludmerer believes that this is a good document and advocates its adoption. He also added that our campus is governed by laws that work best for agencies that are run more like a business. However, as a university, we have the faculty and the academic environment to consider, which makes strict coherence to these kinds of government codes more difficult. Mikulik asked that these guidelines be distributed to all student employees and representatives. Chuck Rhodes emphasized the importance of providing this document to student employees because they might be especially vulnerable.

Schlereth thanked the committee for their feedback and will incorporate some of these suggestions.

### **VIII: FACULTY STAFF HOUSING UPDATE**

Hayes provided an update on the Faculty/Staff Housing project. A presentation was provided for a trustee who visited campus and the trustee was very receptive to the project. The campus master plan must be updated to include the project, which is why it is important to get the endorsement from the trustees. The committee needs to replace a member who needed to step down. The sewage problem is now being handled by Dan Condron in the University Affairs office.

### **IX. FACULTY IN RESIDENCE PROGRAM**

Schlereth asked if anyone on the committee would be willing to work with Tim Tiemens and Rhodes on the idea of creating a faculty in residence program. This program would allow professors and their families to live on campus with our student residents. It provides an interesting and rich experience for both the faculty member and the student residents as well as providing mentoring and a higher level of co-curricular richness. It is also a good opportunity for some of our new and younger faculty, because it gives them a chance to save up for a down payment on a home. Schlereth would like to form a group to discuss the merits of the idea and to bring a proposal back to the committee. Schlereth

asked if this is an idea that should be explored. There is a small cost in that the Housing Office loses some rent, but it will have the positive co-curricular effects.

Gloria Ogg asked the faculty on the committee if they thought there would be faculty interest in this program. Hayes replied that she personally would not be interested because it is a lot of work, but many faculty members believe that it would be a lot of fun. Barnard agrees and thinks that it would be very appealing for young faculty considering the cost of living in this area. She also believes that it is a tremendous program because students who see faculty among them in the dorms see faculty in a different light. It builds a bridge between the residential experience and the classroom experience. Hannah suggested that the word be put out so that any faculty who might be interested in the program can have the chance to sit on this group. Schlereth agreed and will take the information to the Executive Committee. Neville wondered how the committee felt about limiting the opportunity to faculty members. Rhodes replied that he would be open to other types of employees participating, but it must be understood that they make a tangible contribution back to the residents. Schlereth added that if a work product is provided, the housing is non-taxable. Barnard added that if the goal is to encourage the academic faculty to bridge the gap between the students and classroom, there needs to be a focus on that. Tiemens added that the FIG program is also a good start for building the bridge and has high participation. Schlereth thanked the committee for the feedback and asked members to speak to Tiemens or Rhodes if they were interested.

## **X. HUMAN SERVICES ASSESSMENT**

The Human Services organization has undergone an assessment. WASC is very interested in the assessment of not only educational outcomes and quality but also the assessment of administrative processes and procedures. WASC is looking for evidence of assessment for continuous improvement and we have embraced that concept. There are three assessments underway right now, and the first outcome is from the Human Services area. The report has been shared with the Human Services managers and employees as well as the A&F senior management team. Schlereth would now like to receive feedback from the committee on the report.

Pappas Consulting Inc. was contracted to assist with this assessment based on an RFP and bid process. The three basic tasks of the assessment were to ascertain the levels of customer satisfaction with the Human Services activities and ways that this could be improved, secondly, if the unit could be more efficient in order to be more cost effective and, third, how could all of this be accomplished while still remaining within the core values of the Division. These three goals are consistent throughout all of the assessment activities. The consultants reviewed the roles of all employees of Human Services, conducted interviews with management and staff, conducted customer focus groups and looked at the Human Services organizations at other CSU campuses as well as other universities around the country. This was an exhaustive effort. There was also a steering committee comprised of Schlereth and Coate, assisted by Hannah and Laura Lupei.

The consultants produced a number of observations regarding these three factors of assessment. First, the overall positive finding is that the organization gets the job done. There are no issues of internal control and, overall, things are working ok.

The consultants also identified a number of areas for improvement. First, the organization is overly bureaucratic and not particularly customer oriented. There is a lot of red tape before anything can get done, and processes are not simple and streamlined. The second major finding is that we are not fully utilizing the PeopleSoft product to fully leverage the services that could be provided. Third, business processes are peculiar and not the norm in some cases. For example, a search committee is required for all recruitments and the student hiring process is extremely complex. Fourth, the organization may not be in touch with the current market place. For example, dining positions are more likely to be recruited from Spanish speaking populations, but our complex, bureaucratic procedures may make these groups uncomfortable and discourage them from applying. Fifth, the unit is overstaffed compared to other schools of our size. If the organization took better advantage of technology and streamlined and simplified business procedures, it could be a more cost effective unit and redirect resources. Lastly, the organizational structure today is not working very well. The functions within the cluster are having difficult interacting properly with the correct entities. For example, the existence of a separate student employment area and the inclusion of EH&S within the unit are not necessarily the best way of organizing those functions.

Additionally, though this was not in the original scope of the assessment, the consultants addressed the issue of the high number of people that report directly to Schlereth. They then determined that the position of the Senior Director for Human Services and the staff that supported that position may no longer be essential. They also believe that the ERC area may be more closely connected to the work of Rick Ludmerer, and that those two areas should be integrated into one team. They suggested moving Payroll and Compensation to the Budget Office. This may sound strange at first, but actually, much of what the Budget Office does is connected to Payroll, since 80% of the budget is payroll and the two areas have many overlapping PeopleSoft functions. EES should continue as a business processing unit and the consultants have recommended for this group that it restructures in order to have a service model similar to that of the Budget Office. In this model, an HR staff person would be assigned to dealing with a specific division so that they would know the unique needs of the employment issues in those areas. This would be a reconfiguration of the EES unit to address customer needs.

Additionally, the consultants recommended that there be more interaction between Faculty Affairs and the Human Services department. These two areas are not always working together as well as they could and there are fundamental synergies that could be leveraged to increase efficiencies and reduce duplication.

Human Services also did not handle the transition to PeopleSoft in the same way as Financial Aid and Finance. All Finance managers are very involved and have a strong knowledge of the product. The consultants recommend that Human Services emulate the Finance model and that all HR managers and staff should be skilled in the PeopleSoft

product. They suggest not replacing the HRIS Manager position and instead using the money to provide for functional reps in each area.

They suggest that all vacant positions be eliminated. Additionally, downsize as possible through attrition and other vacancies in the division. The fundamental premise is to eliminate the position of the Senior Director.

In summarization, if the recommendations are implemented, the human services functions could be working much more effectively with improved organizational structure, increased use of technology and streamlined business processes. This will allow redirection of resources and provide greater opportunities for growth by aligning the areas with other departments in the division.

Schlereth asked the committee for their comments and feedback, specifically, whether or not we should proceed with the consultants' recommendations.

Ingerman asked who EES would report to. Schlereth responded that that unit would report directly to himself or Coate. Ingerman added that the EES area might fit well under the Risk Management office as well. Schlereth responded that more recommendations for restructuring may arise as they continue to do assessments on the rest of the Division. The Entrepreneurial Activities area is next. Barnard asked if the consultants understand the nature of the academic environment of the University as a business. Schlereth responded that Pappas works almost exclusively in the field of higher education. Rhodes agreed with the recommendations and added that when we have a lot of specialized offices, sometimes additional bureaucracy is created to justify their existence. He agrees that the issues brought up about the student employment office are correct.

Schlereth added that the consultants have provided very specific recommendations with timelines to facilitate these changes as part of the assessment. There will likely be similar findings in the other units that undergo these assessments. He is reluctant to move to quickly since this is such a significant reengineering activity. Ogg added that any unit on campus that is assessed in this way would generate recommendations for streamlining and when addressing this, we need to consider the issues of high touch vs. high tech because our customers' expectations are evolving.

Schlereth asked that members provide him with advice and feedback prior to the next CRC meeting.

## **XI. ITEMS FOR THE GOOD OF THE ORDER**

Andrew Sloan announced that a green house gas inventory is being done on campus and is led by a group of about thirty students. There are some faculty who are sponsoring the inventory and giving internship credits for the activity. The campus is devoted to sustainability in building practices and curriculum. This inventory is being very comprehensive, not just looking at the standard energy use, but also commuter travel, campus travel practices, among other things. They are trying to quantify our ecological

footprint to establish a baseline. There will also be a survey going out to faculty, staff and students on campus. The group is hoping to finish by Earth Week which is April 16<sup>th</sup> to 20<sup>th</sup> and there will be informational and celebratory events.

Schlereth adjourned the meeting at 4:09 pm.  
Minutes prepared by Laura Lupei.