

## **CAMPUS REENGINEERING COMMITTEE**

**September 5, 2008**

### MEMBERS PRESENT:

Larry Furukawa-Schlereth, Chair  
Ruth Burke  
Letitia Coate  
Jenifer Crist  
Joe Diver  
Dolly Freidel  
Bill Fusco  
Lori Heffernon  
Bill Ingels  
Nate Johnson  
Kelley Kaslar  
Paul Lange  
Rick Ludmerer  
Perry Marker  
Neil Markley  
Scott Miller  
Peter Neville  
Gloria Ogg  
Anna Reynolds-Smith  
Robert Rosen  
Sam Scalise  
Tim Tiemens  
Jason Wenrick

Elizabeth Martinez for Melinda Barnard  
Courtney Buljan  
Dan Condron  
Erik Dickson  
Peter Flores  
Ben Ford  
Ian Hannah  
Tyson Hill  
Carol Ingerman  
Susan Kashack  
Mike Kiraly  
Matthew Lopez-Phillips  
Laura Lupei  
Nicolette Margi  
Robert McNamara  
Susan Moulton  
Eduardo Ochoa  
Derek Pierre  
Chuck Rhodes  
Floyd Ross  
Kathleen Spitzer  
Tim Wandling  
Xiaodong Zhu

### MEMBERS ABSENT:

Christopher Dinno  
Janice Peterson

Sue Hayes  
Erica Wilcher

### GUESTS PRESENT:

Dee Dee Brannan  
Joyce Suzuki

Sally Miller

## **AGENDA**

- I. APPROVAL OF THE MINUTES**
- II. VICE-PRESIDENT'S REPORT**
- III. SERVICE DOG TRAINING**
- IV. SERVICE TO STUDENTS: EVENINGS AND WEEKENDS**
- V. NONE-DISCRIMINATION POLICY**
- VI. FACULTY IN RESIDENCE**
- VII. CLEARY ACT NOTIFICATION**
- VIII. ONE CARD**
- IX. ENTREPRENEURIAL SERVICES ASSESSMENT**
- X: MANAGEMENT TRAINING PROGRAM**
- XI: DIVISION STRATEGIC PLAN**
- XII: BUDGET**
- XIII: ITEMS FOR THE GOOD OF THE ORDER**

### **I: APPROVAL OF THE MINUTES**

Schlereth called the meeting to order at 12:26 pm. Schlereth introduced and welcomed the following new members to the committee: Susan Moulton, Academic Senate Chair Elect; Derek Pierre, Associated Students President; Nicolette Margi, Associated Students Vice-President for Finance and two new CRC student representatives – Courtney Buljan and Joe Diver. Schlereth also noted that Lori Hefferon, who has been a long-time member of the CRC, is now joining the group in a different role as the Director of Academic Resources. Robert McNamara is sitting on the committee this year representing the State-wide Academic Senate—a role which he rotates with Catharine Nelson. Melinda Barnard is acting as Interim Vice Provost for Academic Affairs, so Elizabeth Martinez will be joining CRC as her proxy for the year. Also, Bill Fusco has joined CRC and the Division of Administration and Finance as a new Senior Director.

Schlereth noted that, in the interests of sustainability, the minutes for the CRC meetings would no longer be included in the agenda packet. The minutes will only be available electronically and will be emailed out to members for review prior to the next meeting and then, once approved, will be posted on the web. Schlereth asked for a motion to approve the minutes from the May 9, 2008 meeting. Nate Johnson moved; Perry Marker seconded. The minutes were approved unanimously with abstentions from those who were not in attendance at the May meeting.

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

(Please see the September 5, 2008 agenda packet for related documents)

### Intercollegiate Athletics

Schlereth reported that there were some fairly major organizational changes in Administration and Finance over the summer. The President made a decision to move Athletics from the Student Affairs Division to A&F. This decision was based primarily on the results of an audit that is performed every two years which illustrated certain challenges in the areas of financial and budget management. Schlereth added that these findings were not a reflection on Fusco or the other management and staff of the Athletics Department. Rather, these findings illustrated that the campus has not provided the support needed in those areas for the Athletics program. Rather than add a staff of financial professionals in the Athletics program, the President decided to move the department to the area where the level of experience and qualifications in these areas already exist. The President originally wanted to wait until the budget was approved in order to provide more opportunity for campus consultation. However, it became clear with the beginning of the Athletics seasons that the transition needed to happen sooner. The President and Schlereth worked closely with Fusco and Matthew Lopez-Phillips to ensure a smooth transition. Schlereth noted that he has the good fortune of having an outstanding Athletics Director and that he has begun the process of meeting with all of the Athletics teams. Schlereth met with the student athletes and believes that they are an impressive group of young people off to a good season.

Schlereth added that the area does represent some challenges and the department now falls within the purview of the CRC. Athletics currently has some structural challenges and some serious financial needs, which was another compelling reason to make this transition. The budget projections at the moment indicate that the program will operate at about a \$450,000 deficit in 08/09. The President doesn't want the resources to cover this deficit to come from either the Academic Affairs or Student Admissions and Enrollment Divisions, so another reason for moving Athletics to AFD was to try to find ways within the CRC and A&F to attempt to balance that budget. This is a big task, especially considering the fact that, every year, the coaches raise some \$360,000 in scholarships for our student athletes. So far, the transition seems to be going smoothly and everyone is trying to be supportive this new department in our group.

Fusco added that all of the coaches and student athletes really appreciate the support from Administration and Finance. He also said that the Athletics departments work really hard to raise funds through solicitation for scholarship dollars and by hosting special events. The NCAA has had increasingly stringent requirements over the past few years to Division II schools and that is where some of the struggles have stemmed from. As a Division II school, SSU is required to provide a certain amount in scholarships. Fusco also pointed out that Athletics has had the best recruiting year so far to date. The teams are undefeated at this point and 37 of our athletes were honored in the Division with a 3.4 GPA or higher.

Wandling asked if this move of Athletics to Administration and Finance seemed to be a trend in the CSU due to the increased administrative requirements associated with Athletics programs. Schlereth responded that this move does seem to be happening, most notably among private institutions, and USF and CSU East Bay, but he's not sure it can be classified as a trend. The downside of such an organizational move may be that financial officers might not approach Athletics programs with the same mindset and sensitivity as that of a student affairs professional, and realize that this is a student-centered activity rather than a financial activity. Schlereth feels that he is very focused on the student experience and wants to ensure that these activities do not become too corporate or too financial. Schlereth added that he would like to work with Miller to plan a discussion about Athletics in the Academic Senate to discuss Athletics' role in the academy. Schlereth would like to maintain the strong academic connection.

Susan Moulton said that it would be helpful to know what led to the deficit. She noted that Athletics contributes to student diversity and contributes in many other ways to our campus community and she would like to see a report on the deficit. Schlereth replied that it is a little difficult to outline, but he would work on putting something together.

#### Move-In

Schlereth acknowledged the efforts of Tim Tiemens who leads with skill and oversees the massive and complicated task of move-in. When many of us are sitting at home, there is virtually an army of people on campus on those two days moving 2,400 students into their residences in two days and hosting a dinner party for over 3,300 people. Many assist Tiemens in this endeavor including Chuck Rhodes, Gloria Ogg, Neil Markley, Facilities, IT, SAEM, Police Services, Dining Services, the Student Union and many other areas. All of these areas pitch in to make this event happen and it really is a major event that should be celebrated. Schlereth thanked Tiemens for his leadership and all those involved who do such a great job.

#### CMS System-Wide Initiatives

There are currently four system-wide initiatives underway for CMS.

##### -Data Archiving

Schlereth explained that PeopleSoft can move a little slow because we currently do not archive the data in the database. The plan is to archive old data and move it off the system. This data will still be accessible but it will not be in the active system. The goal is to have the data archived by Summer 2009.

##### -Data Base Consolidation

Schlereth said that we currently have 120 instances of PeopleSoft Finance Oracle in the CSU. This multiplicity of instances makes it expensive to operate and upgrade. Thus, the CSU system is interested in attempting to eliminate duplications beginning with the finance module. This will involve trying to go from 120 versions to one version that all campuses will use. This will be a great challenge to get all the institutions to view their finance system in the same way.

Our practices will most likely change as we move towards defining and adopting best practices.

#### -CMS Modifications

When the campuses were first implementing PeopleSoft, it was recommended to keep it “vanilla” and only modify areas if mandated. CSU has modified PeopleSoft over 1,400 times. SSU has only modified 7 times. The CSU has challenged campuses to reduce these modifications because maintaining them is cumbersome and expensive. These changes shouldn’t affect SSU too much since we don’t have many modifications to begin with.

#### -Best Practices

The CSU is attempting to implement best business practices across the campuses beginning with the travel process. There are currently two pilots for this program – Long Beach and the Chancellor’s Office. SSU would begin implementing the new travel processes a year from now. There are also three best practices in the area of human resource management – electronic recruitment, leave accounting and part-time faculty hiring processes. The implementation of these best practices will require some changes on the campus and training will be provided when we have a clearer picture of the new processes. The ultimate goal is to lower administrative costs across the CSU.

#### University Center

The University Center building represents one of the highest priorities of the student body and may possibly be approved at the Spring Board of Trustees Meeting. Miller asked what was approved last spring and Schlereth responded that the Trustees approved the schematic design. This spring will be the financing approval and then a construction contract can be signed.

#### On Campus Presents

On Campus Presents is a coalition of student experience centered areas with the intent to take full advantage of the GMC from the co-curricular perspective. The group is currently working on a calendar and a business plan.

#### North Campus Quadrangle

This area, which is the GMC lawn, is not part of the GMC construction budget. This is a very large space which can accommodate about 18,000 people. This is an exciting outdoor facility for various concerts and other activities. OCP is working with a design consultant paid for with funds from the CO to come up with a design and a construction estimate. This space should be considered general campus space just like the other quads on campus.

#### Tuscany

Tuscany, the new student housing complex, should open a year from now on-time and within budget. Currently, there is an online virtual tour available which will be used for recruitment purposes. Markley provided a virtual tour for the committee. Schlereth

added that he would like the Academic Senate to reflect on the effect that Tuscany will have on the campus, with 3,000 residential students at SSU. This is a good opportunity for quality dialogue on incorporating the implications of an increased residential student body.

#### 403B Plans

The tax shelter annuity plans are changing which will affect personnel who currently have a 403B plan. Payroll is planning on holding workshops to educate participants on what the changes will mean. Martinez noted that she was receiving information long before anything was happening and McNamara said that many people are anxious about this change so a message from Payroll to the campus assuring them that information and training sessions are coming, would be helpful. Schlereth added that the campus is still waiting for information and this is a new law with a quick implementation timeline and thanked the committee for their feedback.

#### CashNet

The CashNet module of PeopleSoft permits students and parents to make online payments. The next step will be to allow students to buy their parking permits online. This will hopefully be implemented by next fall.

#### Post Award Grant Administration

There is a very active and collaborative dialogue amongst the campus areas responsible for post award grant administration. Hopefully, there will be a full report at the October meeting.

#### IT Assessment

The draft report for the IT assessment has arrived with seventeen recommendations for improvement. The recommendations will be presented to CRC for determination on whether or not we proceed with them and since IT affects instruction, this will be a joint effort with the Provost. Once the report is finalized, it will be brought to CRC and made public.

#### Risk Management/Employee Relations & Compliance Assessment

The assessment of the Risk Management and ERC area should be finalized in October or November and the recommendations will be brought to CRC for review.

#### MPP Changes

Schlereth provided an update of a number of MPP changes that happened over the summer break. Rich Marker, the Senior Director of Facilities retired. His position will not be replaced. His duties will be given to Christopher Dinno who will act as one administrator for both CPDC and Facilities. Harvey Delorm also retired from Facilities and will not be replaced. His duties have been reassigned to Mike Annala. The salary savings for these two positions have been put towards the potential budget cuts.

Lori Heffernon also left A&F and is now working with Ochoa. Jeff Wilson who was a Senior Accountant will replace Heffernon, as the Deputy Controller for Sponsored

Programs. A&F also brought Barbara Crandall back from the Provost's office to work with Wilson in handling post award administration.

Finance also lost Paulette King and we are in the process of recruiting for her replacement as the Deputy Controller for Auxiliaries. We are also hoping to hire an internal auditor which we anticipate will be a CSU mandate next year. Some of the money put aside for the budget cuts will be used to fund this new position.

#### Management Trainee Appointments

Schlereth announced that four of our management trainees graduated this year and it is time for them to receive their permanent appointments. Laura Lupei completed her MPA and will be working with Janice Peterson and Kathy Mahler in the Budget Office, managing the complexities of the A&F budget. Tyson Hill also received his MPA and is working with Nate Johnson in Police Services as the Director of Emergency Preparedness. Anna Reynolds-Smith finished her MPA and will be the Director of Financial Planning and Analysis for Entrepreneurial Activities, a position similar to that of Robert Rosen for Extended Education. Ian Hannah completed his MBA and will be the Associate Treasurer of the University assisting Bill Ingels and Schlereth in handling cash, financing and the University Foundation. Schlereth noted that all these trainees finished their degrees in three years while working full time. There are five more trainees to complete the program.

#### Total Compensation Calculator

Schlereth said that it is likely that there will be no raises this year but he reminded the committee that as employees of the University, we enjoy a very generous benefits package. He encouraged committee members to visit the compensation calculator on the SSU website which will tell you the value of your benefits package.

#### Waterfall Project

Schlereth asked Johnson to provide an update on the emergency notification system for the campus. Johnson explained that the campus has purchased Blackboard Connect and will be rolling it out very soon. This system will download contact information from PeopleSoft which anticipates that information is kept up to date. This information will only be used in emergency situations.

### **III: SERVICE DOG TRAINING**

(Please see the September 5, 2008 agenda packet for related documents)

Schlereth asked Kathleen Spitzer to provide an update on the committee that she chaired which looked into whether or not SSU should permit employees to participate in service dog training. Spitzer said that no other CSU campus or any major employers in Sonoma County have such a program. General Counsel also expressed some concern with allowing employees to do non-employee activities during work hours. Thus, the recommendation of the committee is to not have such a program on campus.

### **IV: SERVICE TO STUDENTS: EVENINGS AND WEEKENDS**

In response to some activity on SenateTalk last year, CRC created a subcommittee co-chaired by Sally Miller and Chuck Rhodes to look at evening and weekend hours for services to students. Rhodes provided an update, noting that Student Affairs had a similar committee so the two have merged. Meetings will resume in the next month or so now that the faculty are back. The committee plans to undertake a survey on the quality of the student experience and to tie in with the ongoing discussions of dealing with a highly residential campus.

#### **XIV: BIKERACKS/PATHS/SKATEBOARD TRAFFIC**

Schlereth said that there is a perceived increase in bicycle and skateboard traffic on campus. Years ago, the Campus Planning Committee decided not to regulate bike and skateboard traffic but perhaps it is time to address this question again. Should the CRC form a subcommittee to create a resolution?

Discussion ensued on suggestions for policy directions including more signage, more education, encouraging sustainable transportation, inclusion of cart drivers and a focus on safety. It was determined that the Alternative Transportation Committee should review this topic and provide a report to the CRC in October.

#### **V: NON-DISCRIMINATION POLICY**

(Please see the September 5, 2008 agenda packet for related documents)

There has been a request to change the campus Non-Discrimination Policy by Professor Rick Luttmann. Since, this policy falls under the purview of Employee Relations and Compliance, CRC is the appropriate place to review this request. When the original policy was recommended to the President by Human Resources, in 1997, there was a committee formed that created the policy. One solution would be to create a subcommittee to study Luttmann's request and come back with a recommendation for discussion in the CRC. The subcommittee will also need to ensure that our procedures for investigating complaints be in compliance with CSU Executive Orders.

Members discussed the purpose and the possibility of having a policy that obeys state laws versus creating a policy with a higher standard. Joyce Suzuki clarified that what the committee is discussing is really two different things – the policy itself and what the policy is based on. The policy should tie back to some sort of law or regulation, but when examining the standards of how a policy is enforced, the policy does not set the standard. The standard is based on a reasonable person standard. That's why policies don't establish new categories of protection beyond what the state has specified, because it is highly open to interpretation, and should be tied explicitly back to the laws. Miller also noted that the question really comes down to interpretation and enforcement of the policy. The consensus of the group was to form a subcommittee to review this policy, chaired by Suzuki. Volunteers included Rhodes, Kelley Kaslar, Mike Kiraly, Jason Wenrick, Derek Pierre, Xiaodong Zhu, Rick Ludmerer, Scott Miller, Erik Dickson, with suggestions to include Luttmann and Mack Olsen.

## **XV. BASEBALL CAGE**

Our baseball team, led by Coach John Geolz, has requested to construct an indoor batting cage facility. CPC has approved the site and Athletics has been raising money for this facility. The cost of construction is \$380,000 to \$400,000. In order to move this project forward, we could provide the funding through an interfund loan. Goelz believes that, in addition to providing a great benefit to SSU baseball and softball teams, this batting cage facility will be able to generate revenue from outside teams and community groups to pay back the debt. Schlereth proposes that A&F be the guarantor and Division funds would need to cover any difference between funds raised and debt payment in a given year for about a five year period. Otherwise, the project will have to wait until all the money is raised and the cost of construction will most likely increase before that time. Schlereth asked the committee to consider if this is a debt that the Division should take on.

The committee raised a number of questions and Schlereth clarified that the debt service would be about \$65,000 per year for five years if the interest rates hold at about 3.2%. Once the debt is paid off, any revenue generated will go to the student scholarship fund. Fusco also noted that that this facility would greatly enhance the student athlete experience and that Geolz is the top fundraiser in Athletics and has been working on this project for the past six years.

Generally, committee members expressed some concern about creating additional debt, but felt that this facility would be an enhancement for the Athletics teams, on-campus residents, students and the community. Schlereth asked if the committee would approve Athletics to proceed with a Division guarantee for the loan. The committee agreed with no opposition and five abstentions.

## **VI: FACULTY-IN-RESIDENCE**

Rhodes provided an update on the first semester of the Faculty in Residence program. Kelly Estrada is the faculty member living in Granache. She and her family moved in over the summer and Facilities is making the appropriate changes to the apartments to accommodate her family. The students have responded positively. All the beds in the building were filled and many were placed on a waiting list. Parents were also very excited about the program and Housing is looking at options for modifying Tuscany to allow for another program in that Village. Schlereth suggested that Estrada speak to the Senate Executive Committee about the program.

## **VII: CLEARY ACT NOTIFICATION**

Schlereth noted that the campus does not currently have a policy on the Cleary Act and that a blue paper policy should be written. Schlereth added that Sally Miller is a national expert in the Cleary Act and asked her to talk a bit about the legislation. Miller said that each institution of higher education that receives federal funding must comply with the Cleary Act which involves notifying all students, staff and faculty and sometimes the community of critical incidents occurring on campus. All incidents must be published and released to the campus by October 1<sup>st</sup> annually. This is a huge undertaking and requires a collaborative effort from the whole campus.

Schlereth asked for volunteers to serve on a committee chaired by Miller to write a policy and the following people volunteered: Rhodes, Matthew Lopez-Philips, Fusco, Ludmerer, Lange, Neville, Martinez with the additional suggestions of Mack Olsen, someone from the Counseling staff and someone from University Affairs.

### **VIII: ONE CARD**

Item deferred.

### **IX: ENTREPRENEURIAL SERVICES ASSESSMENT**

(Please see the September 5, 2008 agenda packet for related documents)

Schlereth indicated that he had received a number of recommendations from the external consultant on the Entrepreneurial Activities assessment based on interviews with students, faculty and staff and their assessment of the organization. These recommendations are geared at helping the unit be more cost effective and better service oriented. Schlereth asked Markley to review these recommendations.

Markley noted these recommendations are consolidated down from a larger report and reviewed all recommendations listed in the summary provided to the committee.

Department-wide, the recommendations revolve around remarketing and communication to enhance campus service.

In CEC, a major recommendation is to move the Catering program to Dining Services. It was originally moved from Dining to CEC to create a one-stop-shop. The way we have been doing it is a bit of an anomaly so this change will put us more in line with the way most hotels do business. This will involve moving a position from CEC to Dining. CEC will be reorganized to separate non-academic scheduling from the money making scheduling component. This is mostly utilized by student organizations using classrooms and outdoor space for their activities which does not generate revenue and is a service provided to the campus that has been taken on by CEC over the years. This should be a general-fund supported position. Thus, the unit that focuses on our conference space will be separated out and will set firm financial goals.

Dining had a number of recommendations including increasing communication and leadership skills; streamlining student hiring; and focusing on the needs for growth with new facilities being planned.

Reprographics probably has the most controversial of recommendations. Markley stressed that no people would be laid off if positions were eliminated, rather people would be redeployed to new positions. General Services is composed of four areas – Mail – which is the shipping and receiving unit, KODA – the copy center on the second floor of Stevenson, the Copy unit – which handles the copy machines on campus and Reprographics – the offset printing operations. Reprographics is currently composed of two very old print presses and uses an old traditional process which produces very high quality products but has been outpaced by digital printing advances. We no longer have

the scale needed to do jobs, the cost is too high and so are our charges, so all of the jobs get shipped out to off campus vendors. If Repro is phased out, this would allow more focus on enhancing the KODA operations. KODA would be the point of contact for all jobs, including ones done on campus and those contracted with outside vendors with a discount for the campus.

Schlereth said that some of these recommendations will be implemented and the more controversial topics will come back to the CRC as action items, particularly the changes to Dining, CEC and Repro.

**X: MANAGEMENT TRAINING PROGRAM**

Item deferred.

**XI: DIVISION STRATEGIC PLAN**

Item deferred.

**XII: BUDGET**

Item deferred.

**XIII: ITEMS FOR THE GOOD OF THE ORDER**

Schlereth reminded the committee that everyone is invited to Fridays at Four immediately following the meeting. Markley added that this month's Friday's at Four is tied to sustainability and diversity, and Dining has partnered with the Slow Foods Club and the Wine Sense Club to choose our food and wine refreshments.

Schlereth ended the meeting at 3:59 p.m.  
Minutes prepared by Laura Lupei.