

CAMPUS REENGINEERING COMMITTEE
October 24, 2008

MEMBERS PRESENT:

Larry Furukawa-Schlereth, Chair
Letitia Coate
Erik Dickson
Peter Flores
Ian Hannah
Lori Heffernon
Bill Ingels
Kelley Kaslar
Paul Lange
Laura Lupei
Nicolette Margi
Robert McNamara
Susan Moulton
Eduardo Ochoa
Derek Pierre
Chuck Rhodes
Floyd Ross
Tim Tiemens
Jason Wenrick

Courtney Buljan
Jenifer Crist
Joe Diver
Bill Fusco
Sue Hayes
Tyson Hill
Nate Johnson
Mike Kiraly
Rick Ludmerer
Perry Marker
Neil Markley
Scott Miller
Peter Neville
Gloria Ogg
Anna Reynolds-Smith
Robert Rosen
Kathleen Spitzer
Tim Wandling
Xiaodong Zhu

MEMBERS ABSENT:

Elizabeth Martinez for Melinda Barnard
Dan Condron
Dolly Freidel
Carol Ingerman
Matthew Lopez-Phillips
Sam Scalise

Ruth Burke
Christopher Dinno
Ben Ford
Susan Kashack
Janice Peterson
Erica Wilcher

GUESTS PRESENT:

Dee Dee Brannan
Ryan Ernst

Matt Benney

AGENDA

- I. APPROVAL OF THE MINUTES
- II. VICE-PRESIDENT'S REPORT
- III. ONE CARD
- IV. STATUS OF HUMAN SERVICES ASSESSMENT RECOMMENDATIONS
- V. ENTREPRENEURIAL ACTIVITIES ASSESSMENT
- VI. MANAGEMENT TRAINING PROGRAM
- VII. CLASSROOM RENOVATION PROGRAM
- VIII. DIVISION STRATEGIC PLAN
- IX. FINANCE

I: APPROVAL OF THE MINUTES

September 5, 2008

Schlereth called the meeting to order at 12:19 pm. Schlereth asked for a motion to the minutes from the September 5, 2008 meeting. Floyd Ross moved, Perry Marker seconded. The minutes were approved unanimously with abstentions from those who were not in attendance at the September meeting.

II. VICE-PRESIDENT'S REPORT

(Please see the October 24, 2008 agenda packet for related documents)

Baseball Batting Cage Facility

Schlereth announced that Christopher Dinno and Bill Fusco are working on finishing the construction documents for the proposed Baseball Batting Cage Facility so the project can go out to bid soon. Dinno added that they hope to go out to bid before the end of the calendar year.

CMS System Wide Initiatives

Schlereth reported that the four system-wide CMS initiatives are progressing along as planned.

-Data Archiving

The data archiving project involves storing historical data which should result in a substantial increase in performance in PeopleSoft. The goal is to have the data archived by Summer 2009 and this project is supposed to be financed by the system, not by the campuses.

-Data Base Consolidation

This project is now being called the Common Financial System (CFS) and involves a truly common model for all of the campuses, including the auxiliaries. Schlereth thanked Letitia Coate and Jason Wenrick for their contributions to this project so far.

-CMS Modifications

This initiative will now be addressed as a part of CFS.

-Best Practices

This initiative will now be addressed as a part of CFS.

403B Plans

Schlereth reminded the committee that November 1st begins the open enrollment period for the 403B plans. Payroll will be providing further help and guidance during this transition.

Non-Discrimination Policy

Schlereth announced that, based on the committee's discussion at the previous meeting, Joyce Suzuki has formed a committee to review the Non-Discrimination Policy. Rick Luttman has already agreed to join the committee and once they have performed their review, a recommendation will come to the CRC and then proceed to other appropriate campus committees.

Service to Students: Evening and Weekends

There is a joint committee between the CRC and the Student Affairs sub-committee of the Academic Senate reviewing the provision of student services on evenings and weekends. Chuck Rhodes said that the committee is meeting the following week and plans to move forward on designing a questionnaire for students on the quality of the student experience, to include questions covering this area of concern, which will be proctored during the Spring semester.

Clery Act Policy

Sally Miller is chairing a sub-committee tasked with drafting a campus policy on the Clery Act. The committee met earlier in the week and will potentially have a draft policy ready for review at the December meeting.

Bike Racks, Bike Paths, Skate Boards

Schlereth asked Nate Johnson to provide the committee with an update on bike racks, bike paths and skate boards. Johnson told the committee that the Alternative Transportation Committee had met and determined the location of new bike racks which would accommodate 140 additional bikes. These racks will cost about \$11,000 and Johnson hopes to be able to fund this cost from the Parking fund. Johnson also noted that the campus is reaching a point where it is maxing out possible locations for bike racks on campus. Johnson said that the ATC is planning on marketing educational

materials regarding safe skateboard use and recommended bicycle paths on campus. The ATC also reviewed pedestrian safety and identified potential problem areas. Schlereth noted that information should be provided to the campus regarding the new bike racks and suggested informing the Associated Student Senate and sending out the information via a campus wide email.

International House

Rhodes told the committee that the sub-committee on the International House met a couple of weeks ago and formed two work groups – one to address curriculum and one to handle logistics. The sub-committee is focusing on a learning community that is not necessarily residential and it would not be launched by next Fall. Schlereth emphasized connecting the curricular and the co-curricular as a main focus of the program and Rhodes agreed that that was an important point.

Team Sponsorships

Schlereth announced that each cluster in AFD is sponsoring a sports team. This involves providing support, whether it is moral or financial. This approach is meant to assist in integrating staff and administrators with our student athletes and coaches. Schlereth added that for the first time, there will be a presentation in the Academic Senate about Athletics and thanked Scott Miller for scheduling time for the presentation. Derek Pierre added that he really likes this idea and commended the Division for the support of the Athletics Team.

Dee Dee Brannan Retirement

Schlereth announced that Dee Dee Brannan will be retiring. Brannan has been Schlereth's assistant for fourteen years and will be greatly missed.

Management Development Academy

Schlereth informed the committee that this year's Management Development Academy meetings have a focus on diversity. A consultant has been hired to engage campus administrators on this topic and it seems to be going well so far this semester.

CSU Parking Survey Inventory

A copy of the CSU Parking Inventory is provided in the packet and SSU is doing well with the number of parking spaces available per student headcount.

Student Union Corporation

Schlereth said that this item would be addressed later in the topic of Finance.

Items for the Good of the Order

Schlereth announced several personnel changes. First, Brian Orr who was a Senior Accountant in Finance has been appointed as the new Internal Auditor. There will be a recruitment to replace his previous position. Paulette King's position has been filled by Amanda Visser.

Additionally, Laura Lupei will no longer be taking the minutes for CRC. Lupei and Ian Hannah are switching the staffing for the PBAC and CRC meetings.

Schlereth also mentioned that Tuscany is nearing completion and the committee may be able to take a tour of the site at the next meeting.

III. ONE CARD

Neil Markley provided a presentation to the committee on the updates with the One Card system. The student ID card was changed to the Seawolf Card a few years ago and is now able to be used at all Dining venues, the Rec Center, Library, laundry facilities and electronic locks in the Residence Halls. Additionally, parents and students can add funds to the Seawolf Card online. Future plans for enhancements include use at student bake sales and using the card at events instead of tickets. Schlereth thanked Markley, Ryan Ernst, Jenifer Crist, Gloria Ogg and the Customer Services staff as well as those in Police Services, Housing and Facilities for the huge amount of effort it has taken to deploy this program over the past eight years.

IV. STATUS OF HUMAN SERVICES ASSESSMENT RECOMMENDATIONS

(Please see the October 24, 2008 agenda packet for related documents)

Schlereth reminded the committee that the Division is continuously and actively engaged in assessment activities. Two years ago, an assessment was completed of the Human Services area by an external consultant based on research along with interviews with a variety of University personnel and focus groups. A variety of changes were recommended, some minor and some large and controversial. A grid has been put together of what has been done and it shows that every one of the recommendations of the external consultant has been implemented. Schlereth thanked Kathleen Spitzer, Joyce Suzuki, Rick Ludmerer, Janice Peterson and Deanna Wilson for their participation in this process. This outcome will become a part of our body of evidence for the WASC review that Administration and Finance is engaged in ongoing assessment, consultative activity and has actively implemented recommendations.

V. ENTREPRENEURIAL ACTIVITIES ASSESSMENT

(Please see the October 24, 2008 agenda packet for related documents)

The committee discussed the outcomes of the Entrepreneurial Activities assessment at the last meeting. A variety of recommendations have been given to us based on the external consultants review. The most controversial recommendation is to eliminate most of the functions of the Reprographics print shop operation while remaining the campus point of contact for printing jobs. This would not result in job loss, but would require the reassignment of employees. Another significant change would be to integrate catering with Dining Services instead of CEC. The third controversial recommendation would be beginning a strategic plan for the dining and conference area

of the GMC which could potentially result in hiring new positions. There are many other important and valuable recommendations from the consultants, but they are mainly focused on business process improvement and aren't as controversial. Schlereth asked the committee to provide feedback on how the division should proceed with these recommendations.

The committee discussed the proposal to close the Reprographics print shop. Markley clarified that General Services will continue to do a number of these jobs for the campus, either using digital technology or using an outside vendor. Markley added that with the rapid changes in technology, similar work can be done quicker and cheaper and General Services would like to be able to take advantage of that flexibility. A few committee members commented that this area has been losing money for a while and if we can avoid investing in this area and use those resources in another area, than this seems like a valuable organizational change. Schlereth added that the Reprographics employees would most likely get moved to the KODA operation, which is never an easy change. Two employees would be affected by this change, and Markley added that this issue is time sensitive because if the campus is going to keep the print shop, vacant positions will need to be filled. Schlereth noted that there didn't seem to be much Opposition from the committee to move forward with removing Reprographics, other than addressing the concerns of Dean Babula and CPA.

Schlereth then asked the committee to comment on how the campus would feel if the Division goes forward with hiring positions to support the GMC Hospitality Center in this poor financial climate. Schlereth added that we have debt service payments associated with this building, so it will be necessary to make some initial investments. The hospitality center will be ready to open in April and debt service is due beginning this year. The center will need to generate \$200,000 a year in net income. The consultants have said that we do not have the existing marketing and sales capability within our organization. The committee asked what the possible funding sources for these positions might be and Schlereth replied that reengineering within the Division could help support these positions. The Dining Services area is within SSE, but the sales and marketing would be through CEC, which is supported by Cost Recovery funds. The plan is for this area to eventually be self sufficient, but it does require some start up capital.

Schlereth concluded that more time is needed to consider the GMC Hospitality Center staffing. The general consensus of the committee is to ensure that state appropriated funds are not used. Schlereth added that, at some point, the campus needs to have a longer discussion about Green because these types of things will come up more and more as the buildings come on line.

VI. MANAGEMENT TRAINING PROGRAM

Schlereth asked the committee for advice on the future of the Management Training Program. This program is a staff development program intended to create opportunities for non-management, non-faculty employees who wish to make a career

in higher education administration. Each year the CRC advises on whether there are likely to be open management positions to determine whether or not to recruit a new class of trainees. Trainees are then recruited from current campus staff and are required to complete a Masters degree at SSU in a four year time frame while performing a management level job and, at the end of the program are appointed into an internal management position. If the trainee is not successful either professionally or academically, they would be laid off.

Schlereth noted that there has been some recent campus controversy about this program. Some individuals believe that that this is not a good program, but is simply a way to create more managers. Schlereth asked the committee to consider whether or not we should continue this program as it is that time of year when the committee would determine whether or not to have a new class of trainees. The decision must be made in time for people to apply to the Masters programs. Schlereth has asked the Senior Directors if there are potential management vacancies that could be filled by a management trainee and it looks like there are probably three to four positions that will become vacant in the coming months. So, the question is, do we fill these management positions using the management trainee method and recruit from within the University, or do we do a standard recruitment when the positions become available?

Eduardo Ochoa asked what positions the trainees would occupy. Schlereth responded that when the program began, one-time funding was used to fund trainee positions until they were placed in permanent management positions. Since funding is now so tight, trainees would be placed in actual vacant management positions. Tim Wandling asked if the position vacated by the staff member moving to a trainee position would be filled and Schlereth said that would be determined on a case by case basis. Mike Kiraly believes that this is an excellent program that provides mobility for existing staff and has proven itself to be a valuable program. Kiraly added that there will always be controversy about such forward thinking programs. Susan Moulton noted that the controversy comes from the fact that there are temporary faculty with no job permanence who have a low salary and a high workload. Schlereth clarified that the starting salary for a trainee position is around \$52,000 and in the first year they are asked to do a management level position which may have comparable pay closer to \$70,000 to \$80,000. The program cost is offset by the permanent salary line for the jobs that they are doing and these jobs would be filled anyway. Thus, there is actually salary savings for the first year or two a trainee is in a position. Schlereth added that the most fundamental question is whether or not we fill any position that becomes vacant at this point. There is a pretty solid freeze in A&F, but some positions will have to be filled. Discussion ensued with the majority of the committee voicing strong support for the program and agreeing that the management training program is a valuable program for growing managers with a commitment to the University. Some members expressed frustration for high faculty workloads and low pay in comparison to management trainee positions though other members felt that the differences between the two types

of positions make it very difficult to make a true comparison and that this is the nature of a complex and blended industry institution such as a University.

Schlereth determined that an assessment of the success of the program up to this point should be undertaken and asked Spitzer to undertake this review with a team of people, including those on the original interview committee. Anyone interested in being involved should contact Spitzer. Perry Marker recommended that the review committee include representatives from the graduate programs.

VII. CLASSROOM RENOVATION PROGRAM

Schlereth explained that the Classroom Renovation Committee was created years ago to create and review the list of classrooms to be renovated. The committee includes a representative from each school and the Director of Campus Planning. When this program was first created, technology was not such a large issue, but the President is now asking that we work towards making all classrooms “smart”. The refresh for technology must occur more often than the refresh of the physical aspects of a classroom. The prioritization list of the classrooms needs to be redone because there does not seem to be consensus on which rooms are a priority. It seems as if the prioritization needs to be reexamined based on discipline needs and classroom scheduling. Schlereth suggested that a survey be conducted to determine how the campus would like to move forward with this program.

VIII. DIVISION STRATEGIC PLAN

Item deferred.

IX. FINANCE

(Please see the October 24, 2008 agenda packet for related documents)

SSU Budget Priorities

The University is still in the midst of a strategic planning initiative and at some point we will have a campus wide formally approved plan consisting of University-wide strategic initiatives for the next five years. The campus budget priorities include mandatory costs such as employee benefits and the increasing costs of opening new campus space and utilities. Compensation is a systemwide budget priority which is being deferred due to the budget issues. The President has committed to funding growth at 18.9 SFR and a 75/25 tenure track split as well as a CSU base starting salary for new faculty. These funds will not be taken off the top of the budget. The President is also committed to adding \$1,000,000 to the base budget for faculty development and repairing the academic base by 2011-2012. The campus also has some long term needs, including Information Technology—mainly in the area of instructional technology—libraries, maintenance and student services. Schlereth also reviewed the capital outlay budget priorities.

Schlereth hopes that there will be meaningful campus discussions about these budget priorities in various campus forums. CRC will be asked to take a position on these priorities in December and Schlereth also hopes that the Associated Students will consider the priorities and take a position on them.

2008-2009 Final State Budget Allocations

Schlereth presented the final budget allocations for the 2008-2009 year which have not yet been approved by the PBAC. They will be officially reviewed at the November 6th meeting, though Schlereth has discussed these figures with most of the members already. There is a fund increase this year, largely due to the student fee increase. A portion is set aside for financial aid and the proposal is to divide the remaining increase out using the marginal cost formula even though it is not technically considered to be growth money. The mandatory costs for this year are greater than the base increase. The mandatory costs have been allocated out to the divisions based on share of the campus budget.

Also, the campus is currently over enrolled and the campus is working on bringing the enrollment down to budgeted levels. The fees generated from over enrollment will all be allocated to Academic Affairs.

Additionally, the campus is receiving a cut of \$711,000 and the Chancellor has requested that campuses use non-reoccurring funds. In order to provide the least disruption to University operations, the proposal is to use the University-wide roll forward of \$643,145. Of this, it is proposed to take \$200,000 to cover the Athletics 07/08 year end deficit in Student Affairs which would leave \$443,000 for the cut. Then, the remaining \$267,000 would be taken from the 08/09 Reserve Budget. With the other anticipated needs from the reserve this year, this strategy would basically wipe out the reserve for this year.

Schlereth continued that there is also the potential for a mid-year reduction in the Spring for which the details are still very unclear.

Pending Financial Concerns

Schlereth said that, in addition to the issues with the base funding for 08/09, there are a number of additional financial concerns for this year. These include the following: insufficient IDC rate to support the Grants and Contracts program; challenges of adding base funding for the Faculty Development and Repairing the Base initiatives; potential shortfall in the Utilities budget due to rising utilities costs; costs associated with the Trustee mandate to address Information Security Audit recommendations; the effects on the Foundation endowment portfolio due to the world-wide economic conditions; operating deficits in the Student Union, School of Extended Education and Athletics program due to rising costs and lack of anticipated growth.

Campus Budget Forums

Schlereth said that this is a very difficult time for the University financially, so it would be helpful to engage in a more open dialogue than is provided by the normal consultative process. Schlereth proposed a set of structured town-hall type meetings jointly planned and conducted by the Academic Senate, Associated Students and CFA to provide a forum for sharing the most up to date information and exchanging ideas on how the campus can move forward. The committee strongly agreed that this was a good idea and Schlereth agreed to begin the planning process to hold these types of meetings on a monthly basis.

X. GOOD OF THE ORDER

Schlereth announced that Fridays at Four would be taking place in the University Club immediately following CRC. Markley announced that Reprographics is currently printing more Safe Zone stickers which will be available in the next week from the Academic Senate office and CCGS in the Student Union.

Schlereth adjourned the meeting at 3:49 pm.

Minutes prepared by Laura Lupei