

California State University, Chico
Academic Senate
(530) 898-6201, Zip 020
MEMORANDUM

UNIVERSITY BUDGET COMMITTEE MINUTES

December 15, 2020, 1:00-3:00, ZOOM

“The charge to the Committee is to meet regularly to review the relationship of academic programs and campus budget; to provide timely participation by faculty and students in budget processes; to propose broad strategies for adjusting the academic programs and budget to one another; and to review the effects of their implementation before adoption by the University.” – [Executive Memorandum 05-017](#)

Boyd wished everyone a good morning as she began to admit people to the ZOOM meeting.
[02:50-8:36]

She encouraged people to label themselves in the participants list as guests or members of the UBC. The procedure for using the chat was also enclosed in the chat.

She thanked Paiva (Vice Chair) for admitting visitors and members and monitoring the waiting room. Boyd also thanked those who sent their questions to the Senate Office ahead of time.

The meeting was called to order at 1:05.

1. Approve Minutes of [September 11](#) and [October 30, 2020](#) [8:48-10:21]

September 11: Boyd noted that the September 11 minutes were deferred at the last meeting so that members had more time to read them. Minutes approved

October 30: Minutes approved

2. Approve Agenda [10:25-10:44]

Agenda approved

3. Opening remarks – Hutchinson & Boyd [10:59-15:54]

President Hutchinson noted that she is celebrating all of the final meetings of 2020. She congratulated everyone for continuing to rise to the challenge to support each other and our students to provide the best educational experience possible. She commended the Senate officers for creating a full meaningful agenda.

Next year will bring challenges but many positive developments as well:

- She reminded everyone that these meetings are aligned with the state budget process.
- The Governor will be making his proposal for the state budget in January.
- Spring is a period of advocacy where we are dedicated communicating our budget needs

- There are a number of vaccines on the horizon and mass distribution should start in Spring and mid Spring
- We are planning for ways we can repopulate our campus if we enter into lower restrictive tiers. Together with the CSU, we are trying to find ways to bring more people back to campus in the Fall
- We are still working with the three uncertainties that Vice President Sherman articulated:
 1. The COVID-19 is impactful and every day we learn about how to live with it to try to immerse sometime in 2021
 2. Our state allocation is subject to a number of variables
 3. Our own enrollment is uncertain and subject to declines

Boyd noted that 96 people from the community are in attendance today along with UBC members. She appreciated the participation despite the difficulties everyone is facing and all the effort of staff to bring such up to date information to UBC.

- **Reassignments in B&F – Sherman** [15:54-25:25]

Sherman explained that she would treat three topics today.

[Slide 2] The first will be the plans being made for the transition of tasks in the Division of Business and Finance with the departure of Vice President Jeni Kitchell to take a post in the Chancellor's Office as the director of system-wide budget. She had many responsibilities within the unit. This required a systematic approach to backfill her important role:

1. Nothing Kitchell did should be dropped so that the efficiency and effectiveness of Business and Finance would not be impacted
2. We should minimize expenses given our current budget constraints and continuing uncertainties
3. Capitalize on the talent that we have within Chico State and provide developmental opportunities for our employees
4. Business and Finance has been engaged in deliberate team building over the last year and a half and she did not want to disrupt this
5. Sherman wanted to make sure that the balance of assignments would facilitate success in stressful times

[Slide 3] Sherman described the four options she considered about how to proceed in a timely manner. She did not want to add to anyone's workload and she did not feel that she had the bandwidth to directly supervise all of Kitchell's responsibilities directly. The re-allocation assignments across the division would meet the principles she articulated above and accommodate incoming system-wide initiatives.

[Slide 4] This slide shows all the varied committee assignments Kitchell held in addition to her regular work that needed to be filled.

[Slide 5] This slide is the new organizational chart with all of Kitchell's varied responsibilities distributed to many capable individuals.

Ferrari expressed her gratitude for Kitchell's many contributions. Larson reported that the Chico Enterprises and the University Foundation formally recognized Kitchell for her work there in a ceremony yesterday. Boyd reminded the audience that the Senate had commended Kitchell specifically for her contributions to UBC last year.

4. Federal and State Economic Updates — Sherman [25:25-37:51]

Sherman explained that she would describe the state's fiscal outlook using information from the Legislative Analyst's Office. She also used the Department of Finance but pointed out that the LAO is often more specific.

[Slide 2] This shows some positive trends in the UC and the CSU's futures in that the state will maintain services at our universities by funding expected cost increases (particularly, salary, benefits, debt service and our enrollment growth). The LAO assumes that this will occur and that tuition will remain flat. However, because general fund spending is discretionary our funding may be different in reality.

[Slide 3] This lists the major assumptions that were made last Spring when the pandemic began in 2020.

- We have endured an uneven and incomplete economic rollercoaster.
- It seems we will have a "K-shaped" recovery: those with investments have seen an improved income since the initial dip; for others the slope has been downward and continues to be so.
- There is concern about additional support structures ending: at the end of December some financial campus support possibilities will end
- The state assumed we would suffer 25% unemployment, but this was only 16%. This is still an historic drop especially hitting low-wage workers
- Consumer spending has rebounded
- The technology sector has led historic stock market highs
- It was assumed that California taxes would drop 15% but they were 22% higher than the budget act assumptions. This means they are higher than assumed but they are still not great.
- Caseloads for social support agencies (Medi-Cal, CalFresh, and CalWORKs) were significantly less than expected, (which may be due to federal programs, and expanded unemployment insurance).

[Slide 4] These assumptions proved inaccurate but because the state took dramatic action, the state will have a one-time windfall of about \$26B. There will also be an increasing operating deficit year after year through 2025. Assuming there is no new federal money coming, we will have a growing state deficit in the future.

[Slide 5] This slide shows some detail about drivers of our operating gaps. With an average growth in expenditures of 4.4% annually and an average tax revenue growth of less than 1%, the gap will increase (Universities will account for 7.9% of the costs).

[Slide 6] Shows the estimates of how revenues and expenses might be in balance through 2025. Expenses will accede revenue into the future. Sherman emphasized that our uncertainties will remain.

[Slide 7] the LAO made several recommendations to meet these contingencies:

- Use half the windfall (\$13B) to restore “fiscal resilience” (add to state reserves, pension payoffs, repay special fund loans)
- The other half of the windfall should be used to address one-time pandemic related needs
- Increased revenues or decrease spending!
- Reorganize Managed Care Organization tax which offsets MediCal (which is the highest increasing expense we have)
- Reassessing planned payouts to Pre-K-community college schools
- Start long-term [planning to address multi-year budget problems

The LAO estimated that there will be a \$234M increase (5.8%) to the CSU

5. [Board of Trustees 21/22 Budget Update](#) – Sherman [37:51-41:05]

[Slide 3] This shows the Board of Trustees budget ask which is \$546, 020M.

- \$299M is the amount we did not receive for the 20-21 general fund.
- We are also asking for \$120M for GI 20-21 funds
- \$30M for Basic Needs
- Other expenses include Ethnic Studies implementation (\$16,500M) Minimum wage increase (\$5,339M) and Facilities and Infrastructure (\$50M)

Sherman noted that we have begun our new quarterly budget review process. Across the divisions in December, we have been able to stick to our 25% mark in regard to our expenses. Our budget planning is on target to date. There will be an update in February for the second quarter. She was grateful to everyone for rising to the challenge of thinking about ways to contain our costs, while getting the work accomplished during the hiring chill.

6. Enrollment Update and Budget Implications — Ross/Corona [41:05-1:04:28]

Boyd welcomed Jerry Ross (Associate Vice President of Enrollment Management) and Stacie Corona (Associate Vice President Financial Services) whose responsibilities were expanding to fill the budget officer role. Stacie Corona said she had been on campus for about 26 years and she had run the budget office for 9.5 of those.

Jerry Ross pointed out that the unprecedented levels of uncertainty that we have considered today apply to Enrollment Management considerations as well. There are positive things to report and uncertainties.

[Slide 2] shows the current numbers of Spring 2021 Applications, Admits and Intents to Enroll as of December 14.

- Applications are down 13.9% from last year
- Admitted students were down as well 18.6% (although we opened enrollment early for first-time Freshmen)
- Jerry Ross was more pleased by rates of “Intents to Enroll” compared to our overall admit and application numbers. We continue to reach out to these students to answer their questions and help them with retention and their plans to enroll for the Spring semester. Working with Orientation and the colleges we have done the best we can to promote students sticking together.
- Originally, we planned to admit about 1000 new students, but it appears we will admit about 750
- Spring continuing registration that ends in December had been running about 3.5% down. We are working on efforts to continue to engage them so that drop offs do not continue every Spring to this extent.
- Stacie Corona added that student fees are looking solid as it seems like problems with paying them are not materializing. We are not chasing as many to remind them as Business and Finance support seems to be helping.

[Slide 3] Jerry Ross explained that this slide gives a graphic model about how enrollment numbers are calculated over the annual cycle.

[Slide 4] Stacie Corona presented the Enrollment cycle with Headcount to FTES over a three-year average and two columns showing Headcount/FTES estimates for July 2020 and the same for December 2020.

- The headcount projection for continuing students in July up to December looks good
- New students grew 300 from what we had projected
- Fall 2020 the census actual numbers: Headcount came in at 16,630 and our Headcount at 15,608 (this puts us up about 5% on the revenue side of things)

- Continuing Students entering Spring 2021 Headcount is about 500 students higher and New Students are at 750.
- On the left column we ended up from SP20 to F20 with a 76% continuation rate
- F20 to SP 21 Continuation rate is 87.2%
- 3-year average for Headcount to FTES for Fall is 93.9% and for Spring is 93.6%. These have been consistent ratios and can be used for planning
- The 2020-2021 looks like we will be down 4.7% (we planned for 7.5%)

[Slide 5] This is a recap of estimated enrollment 20-21 and on the right hand side the estimated 20-21 Budget

- The state supports 15,560, the campus budgeted 14,500 so that we are projecting we will be 468 FTES over (or 3.2%)
- We always prepare a conservative budget, but we will be about 3.2% above our projected FTES
- We will wait to hear more in January from the Governor to understand our projected budget to discuss at our meeting in February
- Jerry Ross added that some students may be putting off enrolling in certain classes because they want to take them in a live format. This is hitting some academic programs harder than others.

[Slide 6] Fall 2021 Applications and Admits as of December 14.

Jerry Ross noted that these are late breaking numbers. The Chancellor's Office extended the enrollment period deadline from December 4 to December 15 because system-wide we were running behind. As of yesterday, the system was down 24% for first-time freshmen and 33% for transfers. Of course, many applications come in within the last 24 hours (2000 applications came to Chico State yesterday). This chart shows the percentage change from last year's final numbers thus far.

Deadlines might be extended again. Multidimensional efforts at outreach continue.

Yield rates have gone down every year since Fall 2016. (Yield rates are the percentage number of students who are admitted who actually come in the Fall). Enrollment Management is working with college partners to think about ways to increase enrollment and especially bring our yield rates up.

Boyd asked people to defer their questions to the end of the agenda. If this does not work, questions will be sent after UBC.

7. **COVID-19 Financial Impacts** – Corona [1:04:28-1:10:05]

Boyd introduced Staci Corona to give an overview of the financial implications the pandemic has had on Chico State so far.

[Slide 2] designates the three sources of funding for COVID costs to the University (CARES Act federal funding, FEMA Superfund Claims (if we get these 75% of costs reimbursed), Campus Operating funds).

[Slide 3] gives a high-level overview of Costs/Losses from March to November 30/2020. There is about \$1M for technology that has not yet posted. The largest percentage was given to students in refunds and emergency grants which was paid for by CARES Act funds and some campus operating funds. CARES Act funds were about \$21M and 88% of this was returned to students.

[Slide 4] Other expenditure from Hospitality and Travel are not being spent and amount to some \$1.6M in savings. These are just a few highlighted categories as units have been being frugal in other ways.

[Slide 5] is a pie chart of CARES Act distributions.

8. University Strategic Proposals Update – Hutchinson [1:10:06-1:18:00]

[Slide 1] Hutchinson explained how her office was trying to drive our strategic priorities forward. What will be shared today are the first round of allocations of strategic funding that was set aside to pursue our goals.

Brooke Banks (Chief of Staff) reminded attendees that the three flames in the center of the design in the first slide are our strategic priorities which will animate the direction of the projects that are funded.

[Slide 2] is the plumb-bob design that we used when putting our strategic funding program together. \$2M was set aside to invest in these strategic allocations. The projects are supposed to achieve goals set for the 20-21 year and requests for one-time and base funding were considered. The hope is to fund out of the box ideas and maintain proven processes as well.

[Slide 3] is a high-level view of the process followed to award funds. Each of the three strategic priorities has a lead identified and they compiled project requests and together with the President's office 20 some ideas were reviewed. The Cabinet also gave input before the President gave her final approval. The process was pretty rapid as we hoped to have some of the funds working this year. This will not be the case next year.

[Slide 4] outlines the projects undertaken to pursue the Equity, Diversity and Inclusion Strategic goal. These include funding for the President's Taskforce on Policing as well as the Racial Equity Audit we hope to kick off in the Spring. Other college, advising and student initiatives were funded.

[Slide 5] these are the projects working on Resilient and Sustainable Systems. They include upgrading the lighting for the Meriam library, finalize work on the Bike Path, a wood-chipper to utilize our wood on campus and the exploration of Climate resilience in the Greenleaf designation and other ideas.

[Slide 6] lists ideas to promote Civic and Global Engagement like the expansion of COIL education, the international student ambassador fellowship program, and the expansion of support services for international students as well as other projects.

[Slide 7] summarizes the funds expended. There is some base funding expended but the majority of funds are one-time dollars. This year about \$1.2M has been invested. The Cabinet is still considering how to expend the remaining amount.

Boyd said questions would be entertained at the end of the meeting.

9. **Digital and Technology Resources Budget** – Newell [1:18:20-1:43:42]

- **Systemwide Support**

[Slide 1] Patrick Newell (Dean of the Library) said that he will be explaining the Digital and Technology resources budget which the librarians call the Collection.

[Slide 2] the library, he said has a fairly traditional organization. Faculty (in green) are distributed through the various units, but they all report to the Dean.

[Slide 3] funding received for personnel is distributed between himself, 13 career staff and 10 faculty and they support the students, staff and other faculty across the University.

[Slide 4] Library budget comes from three sources: General Fund, Lottery Funds and Work Study

[Slide 5] Lottery funds support 80% of the General Collections which are supplemented by General funds. If students run out of Work Study dollars the Library will cover them from general funds.

[Slide 6] The Collections budget has varied over the years (as shown here from 2014 until this year). Newell arrived in 2016-17 and was able to lift the Collections budget by \$80,00. This could not be maintained, and he now invests \$50,000 annually

[Slide 7] Collection costs while supporting all the materials needed for research and study on campus including ebooks, books, databases and journals. What is not included under collection costs are the impacts of inflation. Every year as inflation increases, we must make decisions about how to stay within the budget.

[Slides 8-10] are examples of the resources to which we subscribe and that we purchase among many others. We still buy print journals and there are many other journals and repositories to which various departments need access to maintain credentialing or professional status. There are funding resources for researchers to study grants and applications for their own work. We also subscribe to various libraries including the Wiley Online Library which has all the works published by Wiley.

[Slide 11] shows the ever-increasing costs of maintaining our collections over the years.

[Slide 12] lists so of the collections and databases we have had to cancel because of budget cuts and inflation. Standing orders have been reduced by about \$39,000 and the \$50,000 from General funds for the Collection is shrinking.

[Slide 13] Next year's budget will likely shrink our current collection.

[Slide 14] The 5% budget cuts (\$125,000) will likely end our relationship to Wiley publishers (1288 journals -full-text = 227,000 downloads since 2015). We will have to cut Newstand (an international newspaper database) and other items.

[Slide 15] systemwide the CSU Chico library receives a lot of support. The system is able to collectively negotiate for content (sometimes the UC and CSU and CA Community Colleges act together). This has occurred in negotiations with Wiley publishers. Negotiation will last 12 to 18 months out, but we may see our costs drop 60%. There are a number of other common initiatives to create archives and share support from benefactors and the legislature.

Th library will also support the Center for Regenerative Agriculture and the archives of the This Way to Sustainability Conference.

It was asked what faculty should be doing to promote collections and the health of the library and system efforts as well. Patrick Newell noted that our campus has been supportive. We passed a resolution supporting open access materials and journals. Campus advocacy

impacted our electronic core collection resources last year. He thought this was a question of Equity. The more we support the common core collection the more is available at all campuses. Currently engineering students across the system have very different resources available to them. Expanding the resources for everyone will allow us to focus on the challenges or initiatives we have locally and share the burden. He also hoped departments would advocate for collections they felt were important.

Boyd thanked Patrick Newell as the discussion has implications across the university and for our students.

10. Transitioning IRES – Hutchinson [1:33:42-1:45:17]

Hutchinson noted that Michael Schilling (Vice Provost for Information Resources and CIO) is retiring and it is a good time to think about his role and the importance of IRES across the campus in general. She thanked Mike Schilling for all the hard work he has done and for all the time he has been here. He stabilized IRES and kept our information technologies running at this institution which has seen its needs continue to grow. Everyone clapped across the virtual spaces.

Hutchinson displayed the IRES organization chart and noted that nothing would change during the first step of this transition. Her goal is to establish a full division of Information Technology (the name may not remain). A division that reports directly to the President will enable the unit to respond to university-wide needs and initiatives and it will increase its Cabinet leadership in informational technology, strategic visioning, prioritization, risk assessment and strategic and effective use of technology.

This is something the university has been wanting to do for a very long time and she thought we are finally at a place where we should make it happen.

Information technology and services are essential to students' success. Information services and complimentary units will play an essential role in our rise to prominence. A coordinated IT strategic plan accompanied by clear and effective processes for data governance can only occur if IRES and related structures are refashioned to determine and lead a strategic charge. In an emerging post pandemic environment, information technologies are more salient today to our mission than ever before.

Here is the chronology of events:

- In 2017-18 Hutchinson began to consider how IRES might be restructured into complementary units with a clear mission

- In December 2019, she presented her ideas of making IRES into a Division to the Academic Senate Executive Committee. They liked the idea and called for an external review
- Cabinet and the President planned how to use a consultant. In the Spring of 2020, she hired a consulting firm Next Generation with expertise in higher education strategic planning, organizational assessments and IT governance design.
- Next Generation prepared to conduct their external review of IRES and related units, but they were delayed by the outbreak of COVID-19 in March.
- From October and November of 2020, the consultants completed their review and shared their recommendations with the Cabinet and the Senate Executive Committee.
- Today, she will share the recommendations:

Next Generation

- The majority of informational personnel and budget are distributed across three divisions with few systemic mechanisms to coordinate services and priorities
- The University lacks a comprehensive strategic vision for technology and the current organization of IT resources does not position the CIO to instigate or facilitate strategic technology discussions across the institution
- There is no effective IT governance in place to surface strategic opportunities, establish priorities or evaluate and coordinate IT decisions that cross divisional boundaries
- The methods for funding IRES lack transparency, erode trust, are inefficient to administer and make it difficult to fund university-wide priorities.
- There are no standard methods of project management and the university is struggling to define scopes, timelines, project team role definitions or issue resolution processes for process and technology change projects
- While progress has been made, efforts to use data to support decision making are hampered by lack of effective data governance, apparent breakdowns of collaborations within IRES and lack of sufficient analytical expertise
- The current structure fragments resources and staff expertise required to support faculty seeking to incorporate technology in courses and to help students adopt technology use and knowledge in their courses
- Morale and trust within IRES is strained and will require time, leadership changes and potential structural changes to address
- Lack of awareness of available software, redundant or overlapping procurements and lack of standardized service management processes hinder efficiency and prevent the university from maximizing the value of technology spends
- The university is lacking important skillsets to support the university's strategic directions and current demand for technology services and solutions including

instructional designers, program and project managers, data analysts and communications change management analysts to facilitate adoption of services

- There is unclear delineation of responsibility for data privacy

Hutchinson said that she was pleased with the external reviewers. They reported many things that many of us have said often over the years and certainly the information gleaned from the report supports her own examination from a couple of years ago.

Her elevation of IRES to a division status will be attempted without increasing costs to the division. The division has a \$15-16M budget. She does not anticipate expanding this at this time. With the hiring of a Vice President, we will use salary savings and the vacancy of the Vice Provost's position to accommodate this. We will remain prudent in these tough times.

Next steps:

- She will appoint an acting Vice Provost of IRES while plans are made to launch a system-wide search for an interim Vice President of IT and CIO
- December through January she will work with EMEDC to run a system-wide search in the CSU which she thinks might be less involved than a national search
- Folks interested on our campus are welcome to apply
- Perhaps we can appoint an interim Vice President in February or close to this
- In February she will work with EMEDC to prepare a nation-wide search
- Perhaps this search can be launched in March or April
- This could conclude in June or perhaps wait until faculty are back in the Fall
- In August or September, we might be able to welcome a new Vice President and CIO who will begin a collaborative process of rethinking the division and all its elements

Boyd congratulated Hutchinson for the open communication with the campus

11. [University Advancement Update](#) — Boura [1:45:17-1:54:26]

[Slide 1] Boura was delighted to share an update of what is happening in University Advancement.

[Slide 2] The alumni office just held part one of Wildcat Connect webinar on December 2: "Start-ups, Venture Capital, and the Economy during COVID-19". These are very successful and attract our alumni as well as allow us to showcase successful alumni who can share their expertise and benefit others including our students. This webinar had more than 121 participants. He was grateful to Terrance Lau and the professors who participated and hosted our guest Scott Bedford.

[Slide 3] On January 13, from 2-3 we will hold another Wildcat Connect Webinar: “Start-ups and Entrepreneurship, part 2”. Then on January 28 from 2-3 we will hold yet another Webinar: “Craft Brewing”

[Slide 4] University Public Engagement continues to promote the spirit of the Holidays through the Chico Voices series through December [Slides 5-9] The Yule Logs performed on December 4 and more than 447 tickets were sold and audience members listened. This is smaller than we had last year in person, and it suggests that people’s behavior is changing with new circumstances.

[Slide 10-11] The development team continued to offer donors the possibility of investing and supporting the community through giving. March 3, 2021 is Chico Giving Day which is focused on Chico State and faculty, students and staff as well as chairs and Deans will be united in supporting their favorite programs on campus. Giving Tuesday (December 1, 2) is a global movement in which organizations all over the world participate. We focus on our Chico Basic Needs fund and only students since it can be an emotional day. We had 378 donors who gave us over \$22,764. Last year this fund raised a little over \$10,000.

[Slide 12] is a pie chart of all the donors we have had since July 1 to December 15 and who they were. We are short 2500 donors since July 1 compared to last year. It is a concern, because if we lose donors it is particularly hard to get them back. We have been working with people for five years and our donors are pretty loyal, but it is a challenge. Benefactors who we nurture over many years are the ones who will step up for us in difficult times

[Slide 13] In our campaign we are at \$98.3M. We are short \$1.7M to reach our \$100M goal by June 30, 2021. We feel confident that we will meet our obligation and we will keep the campus community informed every step of the way.

[Slide 14] The reason we reached \$98M this year since July 1, we have raised a little over \$7.3M. This happened because of the relationships we built. They gave a little bit more because we are providing them a meaningful experience so that they can see us as the best investment in their philanthropy.

12. Q & A (if possible please submit questions in advance to academicsenate@csuchico.edu)

[1:54:35-2:11:47]

Boyd asked people to ask the questions they had saved during the meeting.

Paiva asked Dean Newell about the anticipated change in services because of virtual learning specifically in regard to video subscriptions or resources to supplement our virtual environment, both immediately and longer term?

Dean Newell said there are many resources available to stream media. We have many options through a number of different vendors and we respond to faculty requests. Some streaming media sources can be bought for one or three-year subscriptions. The cost varies between \$150 to \$900. We can also digitize the DVD's already in our holdings (this is significantly less expensive though more time consuming). Adding significantly to streaming services is very expensive.

Sistrunk wondered about the kind of expenses that Mike Schilling discussed at the last UBC about the constant expense and inflation of paying for computer programs or services. He thought there must be a lot of occasions for service providers across the CSU to cooperate with each other to utilize system-wide leverage to lower prices and pay for things. Is there something we should be doing at Chico to impress the CO that we want to cooperate in these ways?

Patrick Newell pointed to the example of negotiations with Elsevier that dropped their price 60%. However, Newell said, without significant funding we are unable to purchase extremely expensive services anyway. Any type of advocacy should ask for more funding to purchase core digital, archival material. It will benefit everyone in the CSU if we can increase these types of efforts.

Teresa Miller asked if pre-COVID moneys that IRES had will remain in the unit. Hutchinson said that it would, and she apologized that the last slide had information in it that was inaccurate.

Andy Miller (Information Services) said the CSU and the CO have a number of initiatives to make volume purchasing agreements with vendors. We have gotten some pretty aggressive pricing on our campus as well. Some of the contracts have multiple years of fixed prices, but these always run their term eventually and we get into standard industry increases that can be about 3% a year.

Jeff Bell (Biology) was concerned about the budget for the 20-21 year. The number of first-time freshmen and transfers is down 25%. We have less students continuing into the Fall than last year. Adding all those deficits up, we will have a greater than 5% cut just based on the tuition dollars whatever the CO does. How are we handling this and are we thinking about budget cuts for this Spring semester so that we do not have to cut as much in the Fall 2021?

Larson said that the five percent reduction exercise she had AA consider was still uncertain because we do not know what our budget will look like exactly next year. Sherman noted

that everyone has been concerned about the potential student enrollment numbers drop for quite a while.

- We are trying to create contingency plans that will give us possible responses to many scenarios as the numbers become more finalized.
- There are infrastructure ideas that we might implement, procurement ideas to save us significant amounts of money both for our campus and system-wide.
- She recognized the types of efforts Patrick Newell was discussing in purchasing and
- noted that we have about \$1M in energy savings as a result of not being on campus and because of some of the changes we have made in heating and cooling during the week
- we have been reevaluating our services (How long does the grass need to be actually?)
- enrollment driven adjustments are being made based on what students are expressing they need from us
- the ongoing job chill and some job design work has given us important savings and ideas about how to spread the work, get it all done and not burden any ne person too much
- We are working to have many arrows in our quiver

Jerry Ross said we are working to enroll more students, but to announce today that we are definitely going to be smaller in the future is premature. Our admission ;period has not closed and we do not know what the final application numbers will look like. We also do not know how much the extra yield efforts will pay off. He thought we should wait to get more data into the models along the way.

Sherman wanted to add that we are also keeping our eye on the incoming federal administration. There is discussion about student loan forgiveness which might have a significant impact on us. There might be a certain base forgiven and we might get more federal funds as well. There are other things happening as well at the state level also. There are still many moving pieces.

Boyd hoped people would continue to submit questions to the Academic Senate office and we would make sure they are dealt with. Our next UBC meeting will be March 4.

13. Other (if possible please submit topics in advance to academicsenate@csuchico.edu)

[2:11:47-2:13:22]

Boyd asked if there was any other topics.

Student UBC member Lepic asked if students returning to campus next Fall would be required to have a COVID-19 vaccine administered to them before they can attend classes? Sherman said that no determination has been made yet.

Boyd wished everyone a happy holiday.

14. Announcements

- **Upcoming UBC Meeting: Thursday, March 4, 2021, 2:30-5:00 pm. (Via Zoom)**
This announcement was made above.

15. Adjourn [2:13:23]

Meeting adjourned at 3:11.

Respectfully submitted,
Tim Sistrunk, Secretary

General Resources for Background:

State of California, Department of Finance:

http://www.dof.ca.gov/HTML/BUD_DOCS/Bud_link.htm

State of California. Legislative Analyst's Office: <http://www.lao.ca.gov/>

CSU System: <http://www.calstate.edu/budget/>

CSU, Chico: <http://www.csuchico.edu/vpaa/planning/resourceallocation/index.shtml>

CSU, Chico: <http://www.csuchico.edu/bud/budgetplans/index.shtml>

OpenGov: <https://csuchicoca.opengov.com>