

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE EDUCATIONAL RESOURCES COMMITTEE

MINUTES OF MEETING 09/13/2022 APPROVED BY COMMITTEE 10/11/22

Sub. To Exec. Comm. _____ Approved by Exec. Comm. _____

Sub. To Acad. Senate _____ Approved by Acad. Senate _____

POLICY ITEMS _____

Members Present:

Elizabeth Dabach, Nazaret Dermendjian, Ellis Goddard, Callie Juarez (non-voting), Gregory Knotts, Holli Tonyan, Yarma Velazquez-Vargas

Guests:

Ravinder Bhogal (recording)

Call to Order

The virtual meeting was called to order at 2:02 pm by Gregory Knotts.

1. Welcome and Introduction

Callie Juarez informed the members that ERC meetings are recorded for minutes-creation and note-taking purposes and are destroyed after that process is done.

2. Approval of the Agenda

The agenda was approved, with no objections.

3. Approval of the ERC Meeting Minutes of May 10, 2022

Elizabeth Dabach and Ellis Goddard abstained from approving minutes.

4. [Enrollment Presentation](#) – David Dufault-Hunter (time certain 2:15 pm)

David Dufault-Hunter presented on Enrollment, similar presentation to the presentation at Chairs and Deans Retreat with the addition of Enrollment Management Council (EMC) recommendations

Reviewing the past enrollment that informs our understanding of what is happening now:

- 1993-1999 – straight line, dip in '94 due to earthquake, primarily undergraduate, however significant number of graduate students, primarily white students, mostly part-time, AUL less than 12, low numbers of Pell-eligible students
- 2000-2010 – graduate enrollment was on a slow decline but overall enrollment increased because of undergraduate enrollment, the millennial generation going to

college, the Latinx majority of the population at CSUN, a significantly higher number of pell-eligible students, a large number of international students enrolled due to scholarships from their sponsoring country, CSUN started to impact programs in Business

- 2011-2018 –begin to impact in a significant way (regionally impacting 1st Year (FTF) and 1st-time transfers (FTT)), start to see flattening of undergraduate enrollment, a gradual decline in graduate programs; Outside of higher education K-12 declining demographic due to birth rates
- Present – Reduction of 1st-time freshmen and transfer applications, increase in the number of admissions, yield rates between admission and enrollment start to decline, Fall 2022, drop in transfer applications (30% drop from the previous year) which shape the current reality

Changes that are currently occurring – K-12 student decline, California is and will continue to see significant drops, a decline in community college enrollment, California students transferring out of state as colleges are targeting students with affordability incentives, UC system plans to grow by 33,000 California students.

Enrollment Management Council (EMC) was formed because of the dynamics discussed above. Chaired by William Watkins with representation from all divisions. The purpose is to provide a strategic enrollment plan to help CSUN achieve the Chancellor Office FTES targets. Working groups were formed with 80+ participants. EMC is currently seeking feedback before finalizing the plan. The plan does not include retention plans, marketing of individual programs (the division of Academic Affairs should take the lead), and impactation.

Sister CSUs are not experiencing the same enrollment decline, especially those in highly populated areas similar to CSUN. CSUN has lost more students than competitor institutions. Dermendjian suggested surveying other CSUs on what majors are growing, this will help focus CSUN's marketing plan. Focusing marketing plans on those programs that can grow without additional facilities.

Discussion ensued and included comments that the strategies are more reactive, questioning if the process of learning has been discussed in the EMC, program-specific marketing, academic advising resources, cost of living around CSUN, and advertising from other local colleges.

Discussion continued regarding enrollment presentation and included: concerns that a business model is being imposed on an educational setting, “what do you get when you come to CSUN beyond a degree” is not part of the enrollment plan, only representation on the committee from ERC is Kate Stevenson, future planning – what are the degrees 5-10 years from now, resource implications, and the project needs to involve holistic conversations not just prescriptive conversations.

- ERC can pull from the roadmap to assist with this process: 1) Understanding our past so we can build to a future; 2) holistic services to students regarding basic needs.

5. Chair's Report

Currently, there are two vacancies. On Friday, Yarma Velazquez Vargas was appointed by the President. G. Knotts will follow up with M. Neubauer regarding the remaining appointees.

Modality of Meeting - Consensus virtual is okay. Goddard, Tonyan, and Sawyer indicated some time conflicts over the year. Please send conflicting dates to the Chair. New appointees will be surveyed as well.

G. Knotts previewed item 7 of the agenda – these were the items from the 2021 Annual Report, that need to continue to be discussed. From the bullets what might the committee prioritize for this year? ERC needs a mechanism to determine what bullets matter more.

- Enrollment – Targeted discussion today with D. Dufault-Hunter.
- Budgeting – Timeline of budgeting and when and how ERC can weigh in and at what point.
- Timely and substantive collaboration with the administration on academic resource allocation – participating in UPBG. G. Knotts believes the Provost will be asking ERC to apply resources to roadmap goals.
- Creation of a well-advertised mechanism for faculty to communicate their concerns about academic resource allocation to ERC – how do faculty communicate their concerns? To what extent do ERC members report to their colleges? Can ERC create a systemic way of reporting back to colleges?
 - Hold Town Hall meetings to get input from colleagues – to use the input to inform decisions
 - H. Tonyan will take the lead forming a sub-committee to discuss a Town Hall. G. Knotts would like to wait on forming a sub-committee(s) until the full committee is convened.
- Gifts and Other Allocations Rubric – large group drafted rubrics for the Provost as a starting point.
- Road Map to the Future outcomes
- Sabbaticals - Allocations of Sabbaticals are a scarce resource. ERC would like to know how Sabbaticals are funded and allocated across colleges.
- Resource Needs of Colleges - CECS and CSM spoke to ERC about their resource needs last year, do we want to continue this?
 - Invite colleges but need to have a plan on what ERC will do with the input it receives.

- Can be combined with the “creation of a well-advertised mechanism”

UPBG Report – K. Stevenson attended UPBG as the ERC representative.

- General operating fund reserve \$102M due to infusion of HEERF funds. What are the campus’ likely reserves without HEERF and the recurring compensation shortfall?
- Enrollment was a focus of UPBG as well
- Possible ERC concern: who is deciding what frictions in admissions and recruitment are being removed?
- \$9.5M in recurring GI 2025 funds available
- \$1.7M has been committed to ongoing GI 2025 initiatives that were historically one-time funded
 - Who decided, who was consulted, and what was the matrix for success?
- \$35M (2-3M to CSUN) of GI 2025 funding remains to be allocated by the Chancellor’s Office
- \$6.8M reduction estimated due to lower enrollment
- \$3.8M one-time funds available for campus initiatives identified by divisions
- Budget timeline – where and how can ERC be a part of this timeline?

6. Executive Secretary’s Report

C. Juarez is officially Executive Secretary for ERC.

The 2022-23 budget has not yet been approved and signed by the President; the timeline is unknown. Due to enrollment reductions, the division is expecting approximately a \$6 million return of funds to the Chancellor’s Office. Final numbers will be determined after Spring 2023 census. In 21/22 Academic Affairs returned around \$1.4M due to enrollment reduction.

[HEERF Summary](#) of expenditures in Academic Affairs was reviewed. Total equaled \$17,426,860.

On July 11th we received a commitment from the President for hiring 20 faculty. Due to the lower enrollment this academic year, the focus of these hires is tenure density. [Faculty Hiring](#) distribution was shared. It was asked if exit surveys are conducted for faculty, Y. Velazquez Vargas commented that it is phase two of Faculty Equity Compliance Representatives (FEER).

Scheduling and Facilities update

- Sierra Annex is on target for opening in Fall 2023
- The Strategic Scheduling committee led by Diane Stephens had convened to discuss the implementation of additional modules in our scheduling software Ad Astra and Scheduling effectiveness including recommendations for when the Sierra Annex goes online.
- Sierra Hall renovations – CSUN does not currently have the funds for this project. Committee members expressed concerns about what will happen to Sierra Hall after

renovations and want to make sure faculty input is provided. G. Knotts and C. Juarez will follow up with Diane Stephens.

7. Issues to watch for from 21-22 Annual Report:

- Enrollment
- Budget
- Timely and substantive collaboration with the administration on academic resource allocation
- Creation of a well-advertised mechanism for faculty to communicate their concerns about academic resource allocation to ERC
- Gifts and Other Allocations Rubric
- Road Map to the Future outcomes
- Sabbaticals
- Resource Needs of Colleges

8. Adjournment

The meeting was adjourned at 3:56 pm

Notes:

The next ERC meeting will be held on October 11, 2022, from 2:00 – 4:00 p.m. via Zoom.

ERC's Charge

“This committee shall make general policy recommendations in order to guide the allocation of all University resources which impact educational programs. In carrying out its charge, the committee may review and advise on current and proposed allocation of faculty positions; the allocation and the projected needs for space; support equipment and operating expense budgets; the allocation of resources for technology; the assignment and projected needs of support staff; the recommendations of other faculty governance committees which have significant educational resource implications; additionally, at the request of an appropriate University committee or an Associate Dean, independently evaluate proposals for new programs with regard to their impact on the available educational resources of the University.” — *from ERC Bylaws*