

# CALIFORNIA STATE UNIVERSITY, NORTHRIDGE EDUCATIONAL RESOURCES COMMITTEE

MINUTES OF MEETING 12/14/2021 APPROVED BY COMMITTEE 02/08/2022  
Sub. To Exec. Comm. \_\_\_\_\_ Approved by Exec. Comm. \_\_\_\_\_  
Sub. To Acad. Senate \_\_\_\_\_ Approved by Acad. Senate \_\_\_\_\_  
POLICY ITEMS \_\_\_\_\_

## Members Present:

Nazaret Dermendjian, Michael Doron, Ellis Godard, Callie Juarez (non-voting), Gregory Knotts, Alexandra Monchick, Linda Noblejas-Sapuay (recording), Katherine Stevenson, Holli Tonyan, Yarma Velazquez-Vargas

**Excused:** Kimberly Henige, Elizabeth Sussman

**Guests:** William Watkins, Debra Hammond, Shelley Ruelas-Bischoff, Nellie Duran

## Call to Order

The virtual meeting was called to order at 2:06 p.m. by Katherine Stevenson.

### 1. Approval of the Agenda

The agenda was approved. MSP – Godard/Monchick

### 2. Approval of the ERC Meeting Minutes of November 9, 2021

The November 9, 2021 meeting minutes were approved. MSP – Tonyan/Dermendjian

### 3. Chair's Report

Stevenson reported that she attended UPBG. She stated the Provost's theme for her report focused on operationalizing shared governance.

- Supports campus committees assisting with the development of campus goals and advising on resource allocation.
- Looking for means to operationalize and formalize the input mechanism.
- Distinction between short- (e.g., HEERF) and long-term plans (e.g., Road Map, etc.). The Provost also mentioned the need for a process and criteria for evaluating campus groups seeking start up or sustaining funds for centers, etc.

Stevenson also stated that Donahue reported and reviewed the budget timeline that Winterhalter shared with us in a previous meeting. Donahue reported on the \$26M campus initiatives and projects, update on HEERF and also discussed priorities on reassigned time for service within colleges, and the extra \$500K to faculty research awards to restart research programs. He stated that central reserves got as low as 3-3.5%

of the operating budget, but thanks to HEERF and the Early Exit Program for clearing some lost revenue and lowering the structural deficit.

Stevenson also reported that she brought the proposed ERC charge to Faculty Senate as a report because she heard that several Standing Committees of the Senate and other folks in the university had concerns over some of the language and what it meant. She talked about the intent and got some feedback. She suggested to work on this offline with a smaller group and just bring revisions back. She mentioned that she has been invited to Academic Technology Committee (ATC) to talk about the charge and she asked permission from the Committee to put the charge on the back burner and not getting the bylaws change this year and to have it voted on next year.

Dermendjian stated that before the pandemic, ATC and ERC normally had joint meetings where ATC hosted the meeting in Spring and ERC hosted the meeting in the Fall.

Stevenson showed the comparison of the current charge and proposed charge and the feedback/input she got from Faculty Senate attendees. Discussion ensued.

#### **4. Executive Secretary's Report**

Juarez reported that the Department of Academic Resources and Planning are extremely focused on HEERF and will continue to be in the Spring. They are working with the colleges to move all the expenditures for technology/lab kits/equipment to the HEERF funds. Furthermore, payroll expenses including summer faculty development, Research Stimulus Program and low-capacity sections are being moved to HEERF funds. The difficulties faced have been the required documentation that includes logs of who received the equipment.

The enrollment for Spring 2022 is currently down an estimated 3,000 FTES in comparison to day 40 of enrollment for Spring 2021. However, this number follows the trend from Fall 2021 enrollment. Furthermore, Academic Affairs is centrally grappling with annual FTES target setting for 2022-23 with so many unknowns including pandemic recovery, shifting student demand, etc.

Lastly, Juarez stated that Academic Affairs is preparing to welcome back students, faculty, and staff in person in the Spring. The Valera Hall conference rooms will be coming on-line with updates to accommodate hybrid meetings and progress continues to be seen on the broadcast updates to open lecture classrooms. As of November 29, 23 classrooms, in addition to the HyFlex classrooms, were completed and we hope that all will be completed prior to the start of the Spring semester.

#### **5. Strategic Budget Project – Callie Juarez**

Juarez stated that currently the Academic Affairs general operating budget is primarily based on history with incremental adjustments which has been done for 30+ years. Other major funding sources includes Lottery and Campus Quality Fee (CQF) that are allocated

based on formulas. She mentioned the Provost's charge to the group of directors of finance and operations to review the current budget model and present recommendations on how to realign budget allocation process in support of core functions and other university and divisional priorities. The result should include a re-benching of the budget and a model to guide budget allocation in the future. The working group were asked to come to the meetings with the mindset of "University First."

Juarez also noted the challenges and the guiding principles of the project. She stated that for the initial review they just looked at the pure instruction model. The instructional portion of the budget is 65% of the Division's budget, about \$100M. When they proposed this model, 2019-20 data was used for the budget number, and for the two metrics - FTES and for the Student Faculty Ratio (SFR), because it is the last year without COVID impacts. FTES is the common measure used for enrolled students and that is how we receive money from the university and allocate funding to the colleges. Course SFR is the pure instructional ratio that excludes other workload or reassigned time and the group did a six-year average ending with Fall 2019. They provided examples based on College 1, 2, 3 and the formula used. The recommended range is 16-32 for tenure track course SFR compared to the current range of 14.5-40.1; and 20-35 for lecturer track course SFR compared to the current range of 19.9-48.6.

The big proposed change is that colleges would be allocated active tenured and tenure-track faculty position lines. In previous years, some colleges decided to add tenure-track lines from college funds, this has caused some budget challenges. The work group are recommending to budget all tenured and tenure-track faculty salary positions.

Then they added the department chairs (teaching and non-teaching) that will be funded but it will be the deans' discretion on their administrative fraction. After calculating the FTES need and removing the tenured and tenure-track expected FTES, the remaining FTES determines the lecturer need and budget. Actual average lecturer costs by college is proposed for the re-benching.

The proposed total instructional salary budget includes tenured and tenure-track budgeted salaries, department chair budget, and lecturer salary need.

Juarez mentioned that the group suggested to review the budget model in the beginning of Fiscal Year 3 for revisions and also presented questions on next steps in developing a model.

Discussion followed on: how SFR is counted or captured, released time is also instruction related that might be missed in the count, not all departments have control for their SOC, and are their penalties for those that are in deficit?

Juarez said that if the Committee has any answers to the questions that the group listed to feel free and let her know or if there are any questions that they need to add to the list.

6. [Basic Needs Suite at the USU](#) – William Watkins, Debra Hammond, Shelley Ruelas-Bischoff, and Nelida Duran

Watkins thanked everyone for the invitation and the interest in the Basic Needs Suite. He introduced Nellie Duran, Associate Professor of Family and Consumer Sciences, Debra Hammond, Executive Director of the University Student Union, and Shelley Ruelas-Bischoff, Associate Vice President of Student Life. Ruelas-Bischoff is also responsible for the basic needs initiative on campus and also chairs the Basic Needs Advisory Committee.

Watkins thanked our students in many ways and former Chancellor White who initiated the review of where campuses were in terms of housing and food insecurities among students. Nationally, state public higher education teams know that students succeed by attending to their basic needs. Our students, in the State of California in particular, have been very active in going to the legislature and petitioning for dollars to support every campus to have funds to do some work in this particular area. The funding came in this past budget as we got a General Fund allocation to support the initiative. The Basic Need Initiative is central to the CSU Graduation Initiative 2025 efforts to address student engagement and well-being. This full-scale, system-wide effort takes a holistic look at students' well-being both inside and outside the classroom, from housing and food security to mental health. Campuses are working collectively to find better ways to support CSU students on their path to graduation.

Duran reported some of the findings of the research that was done in January 2018 by the CSU Office of the Chancellor and co-authored by Crutchfield and Maguire:

- Students reported food insecurity, homelessness, or both also experienced physical and mental health consequences that were associated with lower academic achievement;
- Students who identified as Black/African-American and first-generation to attend college experienced the highest rates of food insecurity and homelessness.
- Students experiencing food insecurity and homelessness influenced their academic struggle, long work hours, negative impact to health both mental and physical;
- While campus emergency food pantry use increased with students who reported low and very-low food insecurity, utilization rates are still very low at the time of data collection.

Duran also reported that in 2019, CSUN conducted a Food Security Study on Barriers to Food Pantry Usage and it showed that 76.6% of students are aware of the food pantry but only 27.6% had used it. The barriers reported were embarrassment, not knowing the hours, location, use of public transportation, or if they qualify to use it.

Ruelas-Bischoff shared the [CSUN with A HEART website](#) that is a repository of information on all the basic needs services provided on campus:

- Food Security Programs
- Housing security programs,

- Emergency financial assistance,
- University Counseling services,
- legal support services, and
- Matty's Closet.

Food security programs includes the food pantry, pop-ups (fresh produce), Cal Fresh programs, Outreach and Healthy Living

This Fall they did a 2021 re-organization and they have a design that creates the care coordination that is more centralized and wrap around:

- Assistant Director for Basic needs
- Coordinators for Basic Needs Care and Housing Stability Care
- Research and Assessments

Hammond stated that they want to bring the four entities, the CSUN Food Pantry, Community Kitchen, Basic Needs Staff, and Matty's Closet in a one-stop shop that is centrally located. It will be located in the University Student Union (USU), in the space that is currently occupied by the PUB and Subway including the space that was formerly occupied by Well Fargo Bank. This entire space will be converted to the Basic Needs Suite. They want to emphasize a strengths-based, inclusive and empowering approach that will drive high impact practices and student success. They want to have a welcoming, student-friendly space where community-building also takes place. It is also important for the Basic Needs staff to be easily accessible and front-facing to students, staff and campus community. Hammond also showed the project scope and the conceptual drawings of each of the entities included and a rendering of the project.

They listed how faculty can help in getting students aware of this Basic Needs Suite:

- Include basic needs resources on Canvas sites/syllabi
- Consider practices that help reduce stigma and shame students often associate with asking for help
- Encourage students to reach out for help before they find themselves in crisis, unable to access sufficient food or adequate housing
- Refer students to the Centralized Basic Needs Care Coordinators
- Start class with a check-in and follow up with resource sharing
- Talk about Basic Needs programs and services as student success practices
- Take class to visit CSUN food pantry/pop-up pantry
- Participate in Basic Needs Ambassador Training Program for Spring 2022

Discussion ensued on: tips on how to let students know of the services available without shaming, flyer available on the Basic Needs program that can be distributed, appreciation of what the group is doing for the students, demographics on the study made of students experiencing food and housing insecurities, and Basic Needs funding both for the suite and the day-to-day operations, etc. Stevenson suggested that the HEERF and Gifts Subcommittee follow up with the guests for a more in-depth information.

## 7. Adjournment

The meeting was adjourned at 3:59 p.m.

**Notes:**

The next ERC meeting will be held on February 8, 2022 from 2:00 – 4:00 p.m. via Zoom.