

## MINUTES

**Executive Committee of the Academic Senate  
CALIFORNIA STATE UNIVERSITY SAN MARCOS  
Wednesday, October 22, 2008  
KEL 5207  
12-2 p.m.**

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<b>Members Present</b>	<b>Janet McDaniel, Chair</b> <b>Kathy Norman, APC</b> <b>Glen Brodowsky, ASCSU/NEAC</b> <b>Olaf Hansen, UCC</b>	<b>Shaoyi He, Vice Chair/LATAC</b> <b>Kathleen Watson, BLP</b> <b>Laurie Stowell, PAC</b> <b>Dick Montanari, ASCSU</b>	<b>Andre Kündgen, Secretary</b> <b>Yvonne Meulemans, GEC</b> <b>Martha S-Holmes, SAC</b>
<b>Ex Officio Present</b>	<b>Emily Cutrer, Provost; Fritz Kreisler, CFA</b>		
<b>Not Present</b>	<b>Jackie Trischman, FAC</b>		
<b>Staff</b>	<b>Marcia Woolf, Academic Senate Coordinator</b>		

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### **I. Approval of Agenda**

**ADD: X. Consent Calendar: NEAC Recommendations**  
**New Business: Multi-Year Budget - Cutrer**

**Motion #1**            M/S/P\*  
To approve the agenda as amended.

### **II. Approval of Minutes of 10/15/08**

**Motion #2**            M/S/P\*  
To approve the minutes as presented.

**III. Chair's Report, Janet McDaniel:** During this week's AALC meeting, the development of policies was discussed and standing committee chairs are asked to ensure that the administrators, staff, and students serving on their committees vet any new or revised policies with their constituents in order to save time in the approval process. Cutrer and McDaniel convened the ROTC Study Group on Monday. A member of the study group had contacted ASI about adding a student representative to the study group, and a member of the ASI Board of Directors was present for the meeting. After Cutrer and McDaniel went over the charge of the student group without the student present, the group met to discuss the student's participation. The study group decided to add a student member and will seek same from ASI. Barrett and Barsky are co-chairing the study group, and the members will be looking at ROTC programs on other campuses, technical issues surrounding offering courses here, and how ROTC can be reconciled with our non-discrimination clause. Broad campus input will be sought. McDaniel also reported that she attended a NCHEA New Faculty Dinner at MiraCosta College last week; about eight new CSUSM faculty members were in attendance.

**IV. Vice Chair's Report, Shaoyi He:** He will be in China from October 25<sup>th</sup> through November 10<sup>th</sup>, and is a keynote speaker at a conference there.

**V. Secretary's Report, Andre Kündgen:** No report.

**VI. Provost's Report, Emily Cutrer:** Cutrer attended an Academic Council meeting last week where the budget was the major topic of discussion. Newly appointed Vice Chancellor for Administration & Finance Benjamin Quillian and Assistant Vice Chancellor for Budget Robert Turnage were in attendance and discussed the State budget as it relates to the CSU. There are two potential waves of cuts, one stemming from the signing of an unbalanced budget in September (\$390 million shortfall). The CSU has been notified that our contribution will be \$31.3 million. Quillian and Turnage anticipate that cut will be a non-recurring mid-year cut. Quillian convened the vice presidents of finance to discuss how the system might manage this cut and they sought assurance that some funding would remain secure, such as that for public safety and audit preparation. Cutrer and three other provosts requested to join this group to ensure the quality of academic programs and student services. That mid-year cut is certain, and may be managed centrally or not. The State has also identified a \$3 billion looming deficit; vice presidents for finance have been asked to look at additional mid-year cuts of 3-5-7%. There is no plan for this cut as yet, but the potential is there. Quillian and Turnage are optimistic that the legislature and governor are looking at the university budget as an investment, not an expenditure, and are hoping for the best. We likely will not know more until after the November election.

*\*All motions were passed unanimously unless stated otherwise.*

Legend: M = Moved            S = Seconded            D = Defeated            P = Passed            L = Lost            W = Withdrawn

We are being expected to manage our enrollment down. We are right at or just below our target (final numbers will not be known until after census in Spring). There is a concern that the legislature will make our current enrollment our base enrollment, and we are currently 11k over-enrolled as a system.

Bargaining between the CSU and CFA is about to begin. The parties will be negotiating the 3% scheduled GSI for 7/1/08, the 2% GSI for 6/30/09, the 2.65% SSI for 9/1/08, and the equity program for associate professors on 9/1/08. Brodowsky noted that they are not reopening for subsequent years, only 2008/09.

There is a potential new initiative concerning General Education in the CSU, funded by the American Association of Colleges & Universities (AACU), with California as one of three target states.

**VII. ASCSU Report, Brodowsky/Montanari:** Montanari provided a written report of the October 10 interim meeting of the Fiscal & Governmental Affairs Committee.

**VIII. CFA Report, Fritz Kreisler:** Kreisler will inquire about faculty salary letters from AVP Jeffries, since none were provided last year. Cutrer noted that this was likely due to uncertainties concerning increases and turnover of office staff.

#### **IX. Brief Committee Reports**

**BLP:** Watson and Jeffries are part of a task force which will propose an Academic Affairs budget process. This group has met a couple of times and will be adding more meetings to discuss the complex issues involved. BLP focused on this process last week and on what the committee would like to see as part of the budget process. BLP will meet today to discuss feedback received from the task force and to decide on what else to include.

**GEC:** GEC provided a written report.

**NEAC:** The committee has made a number of recommendations for the November Consent Calendar, including a Nursing faculty member to serve in an at-large seat on FAC.

**SAC:** The committee is working on a Senate resolution in support of CUGR (Committee on Undergraduate Research), and will be reviewing shortly a revision of the Student Grievance Policy. A new call for lottery proposals will be developed at their next meeting. Jeffries will visit with SAC in December to discuss WASC.

#### **X. Consent Calendar Items**

**NEAC Recommendations** A handout was provided. An EC member requested that one name be removed from the list of recommendations.

**Motion #3** M/S/P\*

To forward this Consent Calendar item to the November Senate agenda as amended.

**Motion #4** M/S/P\*

To refer the affected seat back to NEAC for further consideration/recommendation.

#### **XI. Old Business**

**EC Fundraising & the Faculty** EC members had provided VP Hoss with a list of questions. He agreed that faculty are in a great position to assist Advancement, thru sharing stories and their work in and out of the classroom. the success of Advancement is in many ways dependent upon the faculty. Advancement staff act as matchmakers, matching donors and academic programs. They work through the Communications office, monitoring the recognition and awards that faculty receive. Directors of development work with faculty through their college deans and department chairs. College advisory councils – some with a fundraising focus – invite faculty to make presentations showcasing their talent to those groups concerning both research and classroom efforts. The 20<sup>th</sup> anniversary celebration is Advancement driven. We hope to ferret out stories of interesting things our faculty are doing to help celebrate and push us forward beyond 20 years. Advancement is focusing on charitable gifts and grants. When the economy is bad, individuals and corporations pull back, though charitable and family foundations and federal grants (not handled by Advancement) hold promise. Profiles on faculty are maintained in the Communications office.

Hoss noted that it is important to coordinate efforts between colleges and Advancement to avoid multiple requests to the same donor. He noted that, with our limited staff, our focus is classic, entry level fundraising: major gifts, foundations/corporations, planned giving, annual fund, and alumni as our core element. We implemented a new database and are now retrofitting it. We use

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a team approach to development. The reorganization of July 1 tied people and their strengths to donors' interests and faculty/unit priorities.

Concerning priorities, the president and provost have overarching approval of the process and what our priorities are. Hoss is meeting tomorrow with the president to review our high level priorities. Our list of priorities is a few pages long. Depending on the economic climate, we change our strategy to suit whatever resources are available. For instance, pure philanthropists are always going to give, whereas those who are looking for tax deductions have probably already realized those through stock market losses.

Overall, goals are established by the campus, but the system has three different tiers of campuses (based generally on campus size); we are in tier 1 which means our goal is to work toward 10% of our general fund budget and to develop processes and an infrastructure to lay a foundation for strengthening an advancement and development program. (Tier 2 campuses are expected to raise 10%, and tier 3 campuses are expected to raise 15% or more: SDSU, SLO, Long Beach.) We may grow out of tier 1 in about 5 years. "Victory" is determined by a track record of sustained improvement and success. Significant gifts do not come without a long-term relationship, normally. Gifts are typically 99% cultivation and 1% "asked."

Hoss indicated that his research did not reveal that we have been short of our fundraising target. Our primary area of focus is on expanding our donor base: reaching out to new donors and reenergizing current donors who may be "fatigued." Cultivation is both an art and a science which requires multiple avenues and both old and new ideas. Current strategies include approaching members of our various advisory councils who are in the business community, taking them to lunch and talking about the university, and asking them to connect us with others who may have money to give. If any interest is expressed, we will invite that person for a tour. We show a video with a fund raising focus, and ask for entry level gifts such as Dean's Associates at \$1k. These types of programs provide discretionary funds at the university, college, and unit levels.

He expects and is expected to be successful. We are laying the foundation now for the future, especially in terms of endowed gifts. Our fundraisers know the business. Every other month Hoss meets with systemwide Advancement VPs where best practices are discussed. There are also system electronic mailing lists and an intranet with the Chancellor's Office. We also consult with the Chancellor's Office which has staff with expertise, and belong to several fundraising organizations. The new philanthropic board is a first step toward a comprehensive fundraising campaign. Board members' connections and their own philanthropic giving will be important. We have a donor database and each donor is assigned to a staff member from Development, so there is regular follow up with donors we know in addition to reaching out to new donors. This provides not only general stewardship but is also the basis for a developing planned giving program. We also have an outside team of folks that advise us.

McDaniel suggested that Hoss come to Senate at least once a year to talk about the Advancement program, and invited him to do so at the November meeting.

## **XII. New Business**

**Multi-Year Budget Model:** Cutrer explained that the multi-year budget was developed during the last budget crisis when the campus was trying to figure out how to avoid layoffs and continue to perform while taking cuts. FAS developed a spreadsheet showing incremental changes year by year based, optimistically, on expected growth in order to see where we were in terms of a structural deficit. We have been trying to reduce that structural deficit since then. The spreadsheet is updated every year, and provides information on the previous year, current year, and at least next year. It shows our bottom line with the two types of incremental changes that can happen to our base budget: (1) incremental growth money or (2) additional allocations – or decreases – under the Compact. The multi-year budget model has been shared recently with UBC and yesterday with AALC. It will be provided to the Senate EC so that members may have a better understanding of what the projections are for this year and next. It has been asked why a cut we anticipated last year which was subsequently restored is not being used this year. This model will explain this decision. We would be slightly ahead this year if there are no mid-year budget cuts. If there is no growth next year, and if there are compensation increases, we will be in a major deficit situation next year. If there is no 10% student fee increase, we will continue in deficit. This is a planning tool for current and future years. The spreadsheet will be shared with the EC next week.

The meeting was adjourned at 2 p.m.

Prepared by Marcia Woolf, Academic Senate Coordinator

Approved by the Executive Committee

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Andre Kündgen, Secretary

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Date

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