

## Academic Planning, Assessment, and Resource Committee

**Date:** November 28, 2017

**Time:** 3:00 pm – 5:00 pm

**Place:** Academic Affairs Conference Room

**Present:** Michael Visser (Chair), Laura Krier, Kathy Morris, Mark Perri, Daniel Soto, Tim Wandling, Beth Warner, Laura Lupei, Karen Moranski, Laura Watt, Merith Weisman

**Absent:** Sean Place

### Chair Report:

- *Learning Management Access*
  - FSAC will be looking into legal and accessibility issues.
  - Sandra Ayala & Justin Lipp will come to the next APARC meeting to talk about the Canvas pilot.
- *Business Degree Completion Program at College of Marin*
  - Will be reviewed by the Academic Senate on Thursday the 30<sup>th</sup>.
  - APARC is charged by ExCom to create a policy for offsite programs
  - Questions:
    - Use existing process, even if cumbersome?
    - EPC thinks a standalone policy would be better
    - We are the only campus with our own policy
- *Teaching Assistants*
  - TW brought up the issue that classes are growing and we need help keeping up.
  - KMoranski said that WASC reported this as an issue; it does tie into faculty workload issues. We had 37 tuition waivers last year and 27 this year.
  - MV: This needs to be part of a bigger conversation re: HR deployment and planning around campus.
    - TW: would like some data on signups
    - LW: need a description of what TAs are asked to do
    - KMorris: need some training and accountability
  - JG will start conversations with students

**Agenda:** OK; add Budget Briefing first.

**Minutes:** Approved

## Business Item 1: Budget Briefing by Laura Lupei

- LL presented a PowerPoint that she is bringing around to the Academic Senate, Student Affairs, and other entities to foster budget literacy on campus so people can have a greater understanding of where we stand financially.
  - *Revenue:*
    - Changes in percentage of State funding: was 70% in 2007, is 56.7% now
    - Non-resident fees (out-of-state and international students) provide only 0.7% of our revenue.
    - Our grants and contracts are lower than other CSUs. KMorris commented that this may be due to the lack of tenured/track faculty.
  - *Expenditures:*
    - The budget by division shows how things have shifted in the last year.
    - Academics 60→64%; A&F 28→20%; Student Affairs 2→7%
  - *General:*
    - With all the organizational changes it is hard to get a solid picture but can see the trends.
    - Will be organizing by functions
    - MV: We need to look at the whole iceberg to align \$ with priorities; create systems to move funds
  - *Balances:*
    - Compared original budget to revised
    - We can roll over some funds over fiscal years now, up to 50%, and increase reserves
    - PBAC is working on an operating reserve policy; MP: maybe OK for the University, but doesn't work well in departments.
    - TW: the University-wide category used to bleed other areas; LP: this had to do with deferred maintenance. Need to develop a capital plan, define strategic priorities
    - KMorris: What was the \$7m savings? LL: on the Salazar lease payment to SSE; reanalyzed and set up as a loan, realized had overpaid for 18 months.
  - *Priorities:*
    - PBAC to align \$ with campus mission and goals; prioritize according to alignment
    - New rules: must identify a source of funding before approval; MPPs and vacant staff positions being reviewed
    - LW: How do we handle new hires vs. equity [for existing employees]? LL: Are bringing in a firm to evaluate salaries across campus
    - Investing in areas that increase revenues such as international students (who pay non-resident fees).
  - *Planning:*
    - Important to redo the campus budget timeline and plan ahead
    - MV: We should be planning now to hire for Fall 2019. DS: and figure out how much \$ needed to get equity; how much do we need to fund a proper SFR? MP: We should put a number on equity vs. tenure track hires.

## **Business Item 2: Professionalizing Assessment at SSU**

- Looking at the list of items to be done, APARC can enlist the help of UPRS, URTP, and PD to do some of them. KMoranski: We can also work with ASPIRE on some of them.
- MV: Assessment coordination differs across Schools. LW: Will address this in UPRS.
- KMorris: There are different needs for professionally-accredited programs and WASC-only approved programs, so we may need different processes.
- TW: Need more in the way of templates to know when are doing it right. Also need carrots and sticks, and to let people know what they should be doing annually to prepare for the periodic review. A guidebook would be helpful, like the curriculum guide.
- KMoranski: APARC should be looking at the situation from the 30,000-foot level, using assessment data to drive academic priorities and planning; ASPIRE & UPRS are at a closer level. So question is, what can APARC do functionally to assist them (and others) to create a good system? For example, ASPIRE can build assessment capacity through professional development; bring assessment into the whole institution, course outcomes, etc.
- LK: What data do we need in order to make decisions? How do we get training to do assessments? TW: there are a lot of books on K—12 assessment; we need one at the college level. MP: ASPIRE could give us a workshop as an overview, and then we could have an event to prime the pump.
- TW: Must keep in mind the labor necessary to do a good assessment. KMorris: This is largely uncompensated work. We could hire it out, but it is one reason we need more staff and faculty. MV: Need to build the systems.
- KMorris: Those with external reviews usually have ongoing assessment activities, have some \$ in budget to help, but maybe not enough.
- LL: What do we do with non-instructional departments? They should have a review framework as well, and perhaps add to budget requests?
- KMoranski: We as a campus should fund training and support. LL: need both bottom-up and top-down budget planning, multidirectional. Governance is mostly top-down, but assessment is bottom-up.
- MV: We'll look at the first four on the list for Spring, and ask for help at the faculty retreat.