COMMITTEE ON BUDGET AND RESOURCE ALLOCATION

3/27/2019 DRAFT MINUTES

**Members present:** Kevin Callahan (Math), Paul Carpenter, substitute Chair (Kinesiology), Chris Chamberlain (Hospitality, Tourism, and Recreation), Ayona Chatterjee (Statistics & Biostatistics), Jiansheng Guo (CLASS), Kim Shima (Accounting & Finance), Yung-I Liu (Communication), Rafael Hernandez (Associate Provost for Faculty Affairs and Administration, Presidential Appointee)

**Members absent:** Monique Cornelius (University Budget Director, Presidential Appointee), Kyzyl Fenno-Smith (Library), Nancy Mangold (CBE, COBRA Chair),

**Guests:** Maureen Scharberg (Dean of Academic Programs and Services), Ryan Perez (Bookstore Manager), Michelle Duarte (Bookstore Merchandise Manager), Michael Lee (Academic Senate Chair)

1. **Approval of the agenda**
   M/S/P Chatterjee/Guo/P

2. **Approval of 3/13/19 minutes**
   M/S/P Chamberlain/Guo/P

3. **Reports**
   a. **Report of the Chair**
      No report from the substitute Chair
   b. **Report of the Presidential appointee**
      Rafael Hernandez reported on the preliminary data associated with the 2018-19 roll out of the A2E2 program – Component III: Electronic Devices.
      Undergraduate students were given a $250 voucher to buy whatever electronic devices they deemed helpful from the Bookstore. By the end of this year’s implementation, in February 2019, around 20% of all undergraduate students (2,700 people) had taken advantage of the program. The program was little used in the Fall, with only $5,000 going to vouchers. In the Spring semester, the eligibility requirements were reduced to being enrolled in 12 units. Also, it seems that word had gotten out, so that by the end of February, 2019, a total of $688,000 had been expended. The students overwhelmingly bought iPads for $300. Only a very small percentage of students (2%) had used vouchers multiple times, which will be prevented in the future.
Paul Carpenter brought up the sustainability of a $250 voucher system in which students are only paying $240 into the A2E2 program to begin with. He believes that the budget is already tight for other A2E2 course learning allocations. Rafael Hernandez acknowledged that there is a sustainability issue with the program as it stands. Paul also asked if there is any way to track whether the devices are actually used in course related activities. Rafael said that Fanny Yeung (Director of IR) will be holding a focus group on the program, which will include determining the use of the devices for academic reasons.

4. Old Business:
   a. **18-19 COBRA 4: COBRA Concerns and Recommendations on Exceptional Effort Awards (referred back from Senate 3/19)**
      As reported by Michael Lee (Academic Senate Chair), COBRA 4 has been referred back to COBRA by the Senate for some wordsmithing. This will be taken up at the next COBRA Meeting on 4/10.

5. Business:
   a. Develop an integrated student advising/record system – Dean Scharberg
      2:00pm time certain
      i. Discussion with Dean Scharberg
      ii. **Draft**
      iii. **Search results**

Maureen Scharberg (Dean of Academic Programs and Services) gave a presentation to COBRA concerning student advising. First, she covered the definition of “advisor,” confirming that not all advisors are SSP’s (since faculty, associate deans and deans do advising) and that not all SSP’s are academic advisors (since there are plenty of Unit 4 employees that provide a variety of other student services).

Dean Scharberg then gave a quick overview of the numbers associated with advising. There are approximately 54 people (equivalent to 50 FTE) who are SSPs. The annual personnel cost of those people is approximately $2.8 million. There are between three and five employees managing this group of SSP’s, with only one of them managing at a 1.0 level. The other managers have split responsibilities.

In Fall of 2018, there were 10,493 academic advising appointments tracked in Bay Advisor. Of these, 6,619 were scheduled appointments and 3,874 were drop-ins. In total, 6,710 were served last semester, which is about half of all undergraduate students.
It was pointed out by Ayona Chatterjee, that when considered University-wide this is actually an undercount, since sessions with faculty members and other academic staff are not recorded in Bay Advisor. Dean Scharberg agreed. Ayona asked about the dis-connect between DAR (Degree Audit Report) in People Soft and Bay Advisor. Dean Scharberg pointed out that any notes that are entered are updated in both systems, so there’s isn’t a complete disconnect.

Jiansheng Guo brought up the general question of what the University can do to improve advising. He is concerned with both the negative, silo effect of students receiving advice from different offices and the overall efficiency of the system. He pointed out that not only are SSP’s and faculty doing advising, but there are plenty of other department staff members who informally advise students. His concern if that from the student’s perspective, they may be receiving contradictory advice or falling through the cracks altogether because students don’t seek advice at critical times.

Paul Carpenter pointed out that the Provost’s office is currently seeking funding to initiate an external review of advising, which should answer most of these questions. Paul suggested that COBRA should ask the Provost to have representation in that process. Dean Scharberg pointed out that the University is still waiting to receive funding, so a timeline hasn’t been established yet. She said that the study will look both at freshmen and transfers from their first semester to their last.

b. Initiatives on Textbook Affordability – Ryan Perez and Michelle Duarte (Bookstore) 3:15pm time certain

Ryan Perez (Bookstore Manager) and Michelle Duarte (Bookstore Merchandise Manager) described the Immediate Access Program run through the Bookstore. This is an agreement between McGraw Hill, the Bookstore and the University. If a professor requests this program for their class, all students in that class are automatically enrolled and are immediately given access to the ebooks for that class. After a two week period, if an individual student hasn’t opted out of the program, then they are charged the cost of these course materials through the university. If they do opt out, they must purchase course materials on their own. Ryan estimated that students typically see a 60% savings on these ebooks as compared to purchasing the ebooks directly from the bookstore outside of the program. The Bookstore negotiates the price with the publisher.

Jiansheng Guo reported that he used the program in one of his classes last semester and it worked very smoothly. He also asked Ryan if the program is restricted to a particular publisher. Ryan said no. Kim Shima asked Ryan if a student is given a discount if the Immediate Access Program is being used in several of the student’s courses. Ryan said no, the overhead is already too small to give a discount. Ryan added that if a whole department went in on the Immediate
Access Program, then perhaps that could negotiate lower prices by negotiating with publishers. This negotiation could be done via the Bookstore.

Paul Carpenter asked if various bookstores throughout the CSU work together to get cheaper prices from the publishers. Ryan Perez said that Follet runs the bookstores at a couple of CSU campuses (Sac State, SFSU) but that they haven’t joined forces.

Ryan Perez pointed out that some campuses may be reluctant to adopt the program because it can be viewed as a forced student fee and that the responsibility for collecting monies falls to the university. He also reported that some courses use a very expensive text where only 8% of students actually buy the book from the bookstore. This auto-pay program is a good way to encourage more students to buy the text, at a much more reasonable price, and also leads to greater profits for the bookstore and the publisher.

Michelle Duarte pointed out that having the student buy the book from the bookstore means that they can actually talk to a person if there are any issues.

Paul Carpenter said that the goal of the Bookstore should be for our students be able to get all of their books from the Bookstore at the cheapest rate as compared to buying them from Amazon/etc. The BookStore should aim to beat all competitors. Ryan Perez said that Follett is looking at accomplishing such a thing. In a pilot program, at a different campus, the average cost was $50 per student per semester.

Paul also asked what relationship the Bookstore has with the Library. Ryan said that they sell some books to the Library and also provide the Library with the list of books and courses for upcoming semesters.

Upon Paul Carpenter’s suggestion, Mike Lee agreed that the Senate could invite COBRA or the Bookstore to provide information for distribution to the Senate.

c. Basis for **GI 2025 fund allocation** and **COBRA recommendations**

Paul Carpenter pointed out that last year, COBRA was asked to do the same thing, develop a recommendation for a process by which the Administration allocates GI 2025 funds based on the 6 pillars. COBRA could use the document from last October and refine it to develop our recommendations for this year. In particular, COBRA has been concerned with the effectiveness of academic advising, so perhaps COBRA should recommend special attention be paid to this area. For 2019-20, there will be at least $1.4 million, though it could be as high as $2.5 million. It’s also possible that not all money is received at once, so COBRA’s recommended process should take that into account.
Jiansheng Guo is interested in seeing how the Administration actually decided to use the 2018-19 funds as compared to COBRA’s recommendations. He also wondered if there is a one paragraph summary for each of the small projects that have been funded. Are the projects required to report back their use of the money and perceived success? Ayona Chatterjee said that COBRA should also take another look at the Provost’s letter to the Chair of COBRA.

Rafael Hernandez suggested that COBRA also thinks through a process of how to “re-allocate” funds that are not entirely used within a funded item. If a project commits to accomplishing “x-y-z” and only x and y are completed, then what happens? How will adjustments be made? It is important to have such a reallocation process, since the Administration is taking accountability to the Legislature very seriously. Rafael also pointed out that some of the 2018-19 monies are just being allocated now.

Paul Carpenter suggested that at the next meeting of COBRA, item 4 is quickly wrapped up and that significant committee time is spent on items 5c and 5d.

d. Request for feedback regarding defining/clarifying the AA process for resource allocation - Provost Inch
Paul Carpenter suggested that COBRA put off talking about this topic until a later time, since the current system won’t change drastically in the near future.

6. Adjournment
M/S/P Chamberlain/Chatterjee/P