WELCOME to the Strategic Resource Planning Committee Town Hall

The meeting will start shortly. Thank you.
Outstanding academic work in support of student success in the face of COVID-19

- Opening Remarks
- School of Arts and Sciences – Faculty Excellence in Challenging Times
- School of Education - Credential Candidate Preparation
- Library & Academic Success Centers – Equity of Access and Learning Support
- Extended University – Collaborations, Partnerships, and Support
- Martin V. School of Business & Economics – Micro-Internship Programing
Dr. Kendall McClellan’s English students explored how the virtual present and future allowed new and older networks to interact around a range of public, political activities through the theory of counter publics and developed a new website.

The English program’s Dr. Raquel Baker and Dr. Kathleen Klompien investigated pedagogical methods for creating virtual “cultures of engagement” to sustain a commitment to inclusion for all students in the classroom.
The Psychology programs, Dr. Kimmy-Kee Rose, Dr. HyeSun Lee, Dr. Weldon Smith, and Dr. Argero Zerr launched the “Transfer Learning Community” to help transfer students build a sense of community, find study support, and establish mentoring relationships.

Anthropology's Dr. Jaime Matera and his students creatively used virtual tools to document the lived experiences of Ventura county residents including struggles with antisemitism, and victories over anti-racist, oppressive regimes.
Faculty Excellence in Challenging Times

- The History program’s, Dr. Robin Mitchell leveraged the virtual teaching environment to make her students think concretely about what it means to be a historian, and invited highly regarded scholars to speak to her classes.
Faculty Excellence in Challenging Times

- The ESRM program faculty intensified the use of immersive technologies to create virtual field trips.
- Nursing faculty expanded the use of their award-winning Virtual Reality assisted pedagogy.
- Dr. Geoff Dilly’s students developed methodology and protocols to support their future work and developed virtual networks from Northridge to Japan.
Early Childhood & Teaching Credential Candidate Preparation

- Distributed resource materials to prospective teachers this fall
- Packages included math manipulatives, science equipment, social studies texts, and supplies for STEM explorations.
- SoE faculty worked over the summer to determine what would be most impactful to student experience in a virtual environment
Once package content was determined, a distribution plan was created that included Facilities, Campus Safety, and Environmental Health and Safety to ensure a safe and socially distanced pick up and delivery event.

Candidates are now actively using these resources to bring to life the pedagogical experiences described in their course texts and to better understand the kinds of engaging learning experiences they can create for future students.
ACADEMIC AFFAIRS
Library and Academic Success Centers

Creating Equity of Access; Keeping Students On Track to Learn
Bridging Equity Gaps and Creating Access

- Circulated laptops, hotspots, and iPads into students' hands and homes over 720 times in the last six months
- Responded to well over 1,300 requests by students for articles, books and textbooks
- Linked 364 e-books into 229 courses and located 215 new videos for online classes
- Created new ways for students to meet with a librarian online for interactive research support and taught over 155 information literacy sessions in new virtual modalities
Academic Affairs – WMC and LRC

Comprehensive Tutoring and Academic Support

- All academic support services were quickly virtualized, and tutoring hours were expanded to help students keep learning.

- The LRC and STEM Center merged online services to provide over 3,900 tutoring hours in 2,750 visits to 534 unique students.

- The WMC hosted 1,465 visits from 509 unique students; over half were graduating seniors focusing on capstone papers, presentations, and digital portfolios.

- Embedded Peer Tutoring programs were expanded by number and discipline to make tutors directly available to students in new online learning environments.
The Nursing program is one of the few programs on campus offering in-person instruction.

To ensure face-to-face programing approval could be supported, Arts and Sciences, Extended University, faculty, staff, and administrators worked collaboratively to ensure labs were reconfigured, social distancing planning was adequate, class schedules adjusted to limit physical interactions, and addressed other major considerations.

Outside vendors were consulted to ensure the logistical success of obtaining PPE.
Extended University Partnership

- Amazon Web Services training provided students with a professional experience in designing cloud infrastructure.

- Community engagement was robust. Professionals participated from organizations such as Yardi, Navy, Booz Allen Hamilton, and The Trade Desk.

- In an effort to support the local community, Extended University, in partnership with Dr. Michael Soltys, Chair Computer Science/Mechatronics, offered 10 scholarships (an $1,100 value) to local area applicants.
Extended University Support

- Extended University Staff designed a fully virtual Osher Lifelong Learning Institute (OLLI) spring session to support OLLI members
- The effort led to success in both summer and fall OLLI enrollment/engagement
Extended University Support

- International Programs staff provided assistance to the returning study abroad students to help complete their spring 2020 semester ensuring students maintained full time status without losing their financial aid.

- International Programs staff provided tailored support to students who had returned home and had transitioned to an online modality.
ACADEMIC AFFAIRS

Martin V. School of Business & Economics

Micro-Internship Programming
Micro-Internship Program

- In Summer 2020, the MVS School began piloting a "Micro-Internship" program to offer CSUCI students an opportunity to enhance their professional skills, outside of their MVS School coursework, through faculty-led community partner projects with local businesses and non-profit organizations.

- The Micro-Internship Program enhances student learning through experiential projects while strengthening the fabric of the local business economy.

- This high-impact practice, will enhance CI’s students' learning and will assist in students’ ability to secure a job once graduated.
Students are virtually matched with organizations, many of whom have also been impacted by the pandemic.

Students are provided business assistance typically offered by freelance professionals such as web designers, social media content creators, digital media buyers, economic analysts, etc.
Micro-Internship Program

- Faculty and/or professional in the area are brought in to supervise projects and client deliverables.
- The Micro-Internships are not bound by the semesters when the campus is in session, can be carried out virtually and the program is financially self-sustaining.
Micro-Internship Program Initial Assessment

- Given the pilot's preliminary success over the summer, the MVS School is currently scaling up the program in Fall 2020 through hiring additional Student Assistants to participate in the program.
Academic Affairs – Martin V. Smith School of Business & Economics

Micro-Internship Program Support

- **Faculty Leads:**
  - Dr. Ekin Pehlivan (Marketing)
  - Dr. Cynthia Sherman (Dir. of Entrepreneurship & Small Business Institute)

- **Staff Support:**
  - Pauline Rodriguez (MVS Coordinator)
  - Michele Morris (MVS Admin. Analyst)
University Advancement
University Advancement

Department Breakdown

• Communication & Marketing

• University Events

• Development
  ➢ Career Development & Alumni Engagement
  ➢ Fundraising
  ➢ Operations

• Office of the Vice President
  ➢ Financial Services
  ➢ Administrative Services

• CSUCI Foundation
**University Advancement Initiatives**

1. **Increase Philanthropy (4.4 / 4.6 / 4.7)**
   - Build an Institutional Culture of Philanthropy
   - Implement Strategic Plan for Philanthropy
   - Create Communication Plan for Philanthropy
   - Strengthen Divisional Infrastructure for Philanthropy

2. **Strengthen Conferences & Event’s Support to Campus and Increase Revenue (4.10 / 4.11 / 4.13)**
   - Develop an Infrastructure for Effective Event Planning
   - Create a Comprehensive Plan for Revenue Generating Events

3. **Improve University Communication and Strengthen our Brand (4.5)**
   - Promote University Initiatives and Strategies
   - Evaluate our Brand
   - Strengthen our Integrated Marketing and Communication Plan
   - Improve Operational Communication Structures

4. **Strengthen Career Development and Alumni Engagement (2.13 / 4.4)**
   - Facilitate Career Education
   - Strengthen Alumni Engagement
   - Collaborate with Academic Affairs
   - Establish Sustainable Partnerships with Industry

---

**Strengthen Administrative Support and Financial Services for the Division**

1. Assess Internal Operations for Efficiencies
2. Improve Policies and Procedures
3. Implement Systems that Result in Proactive Administrative Support

* The numbers listed with each University Advancement initiative indicate a direct tie to the University’s strategic actions. Please reference the University’s Strategic Initiatives 2018-2023 document. Evidence based decision-making and a commitment to long-range planning are key elements to the implementation of University Advancement’s initiatives.

May 10, 2019 Version
# UA State Side Allocation

## FY2020-21

<table>
<thead>
<tr>
<th>Core Allocations</th>
<th>OOP</th>
<th>VPAA</th>
<th>BFA</th>
<th>VPSA</th>
<th>UI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Final Operating Base 2019/20</strong></td>
<td>$1,940,224</td>
<td>$61,460,582</td>
<td>$33,879,097</td>
<td>$7,742,152</td>
<td>$5,216,544</td>
</tr>
<tr>
<td><strong>2020/2021 Budget Adjustments</strong></td>
<td>$6,415</td>
<td>$665,742</td>
<td>$(135,815)</td>
<td>$1,963</td>
<td>$15,480</td>
</tr>
<tr>
<td><strong>Approved Operating Base 2020/21</strong></td>
<td>$1,946,639</td>
<td>$62,126,424</td>
<td>$33,743,282</td>
<td>$7,744,116</td>
<td>$5,332,024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>% Increase/(Decrease) Core</th>
<th>% Increase/(Decrease) General Fund</th>
<th>2020/21 % Share of Core</th>
<th>2019/20 % Share of Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$1,186,752</td>
<td>$38,863,752</td>
<td>$18,537,006</td>
<td>$4,277,598</td>
</tr>
<tr>
<td>Benefits</td>
<td>$527,012</td>
<td>$21,170,784</td>
<td>$10,728,007</td>
<td>$2,270,729</td>
</tr>
<tr>
<td>General Operating</td>
<td>$257,856</td>
<td>$2,091,888</td>
<td>$4,478,270</td>
<td>$1,272,699</td>
</tr>
<tr>
<td>Operating Base 2020/21</td>
<td>$1,946,640</td>
<td>$62,126,424</td>
<td>$33,743,282</td>
<td>$7,794,116</td>
</tr>
</tbody>
</table>
University Advancement

Reallocated Resources

9.5% of Division State Side Allocation

- 7.5 Vacant FTE positions
  - 2.0 C&M Graphic Designers in late Spring 2020
  - 1.0 UE Associate Director
  - 1.0 Dev Database Specialist / Gift Processing
  - 0.5 Dev Database Analyst
  - 1.0 Dev Director of Development
  - 1.0 Career Dev Alumni Specialist
  - 1.0 Budget & Planning Analyst

- Salary savings of $422.8K used to support UA shortfall due to loss of revenue related to summer conferences external events, including transition of temporary Career Development specialist and counselor to permanent

- Reallocation of $54.0K, of general operating budget to support University Events as well as Career Development
University Advancement

Reallocated Resources – cont’d.

• University Events laborers have been temporarily reassigned to Facility Services during remote instruction

• University Events specialists have allocated hours to support the following areas:
  ➢ Academic Affairs (Teaching and Learning Innovations)
  ➢ Office of the President
  ➢ Alumni Relations
  ➢ Gift Processing

• Development allocated .2 FTE to support Academic Affairs

• Development moved away from hiring an Annual Giving position and instead utilized Strategic Initiatives funding to purchase Gravyty software.
Established COVID communication for the campus and continues its ongoing development and implementation

• Gathered content, developed and maintained the spring semester webpages

• Led the Communicable Disease Working Group and updates to the Communicable Disease Preparedness & Response Plan

• Assisted TLI with accessibility-related tasks for virtual instruction

• Filmed videos for campus support services, social media, and events including Commencement and Convocation
Communication & Marketing

Adjusted Operations – cont’d.

- Ongoing writing and publishing of articles on social media about faculty and staff for the campaign: #WeAreStillHere
- Organized content for the Fall 2020 Semester Campus Plan submitted to the Chancellor’s Office for approval
- Gathered content, developed and continue to maintain the fall semester website
- Led a logistics task force to support and develop a Student Repopulation Plan for the fall 2020 semester
- Facilitated a campus-wide launch of the LiveHelp web chat platform, including staffing inquiries from the fall 2020 semester webpage during business and evening hours.
University Events

Adjusted Operations

University Events has completely transformed operations to support virtual events for the campus.

- Developed a support structure available to the campus to hold virtual events through Zoom platform

- Trained on how to and is providing direct support to faculty instruction in support of TLI

- Implemented a process for the campus to request this support through 25Live

- Trained on how to use Zoom for virtual events (Webinar and Meeting functions)
Development

*Adjusted Operations*

- Virtual engagement and stewardship of donors and prospective donors through Zoom meetings, events and social media.

- Established the CSUCI Foundation presents From Change – Opportunity Webinar Series highlighting campus leadership, programs, faculty and students.

- New Gravyty software to enhance outreach, build donor pipeline, and grow annual donations.

- Focused fundraising efforts to support programs to support at risk students and recent alumni – Ekho Your Heart, Adopt-A-Grad Campaign and Peer Mentor Ambassador Program.
Career & Alumni

Adjusted Operations

• Transitioned all career education presentations, workshops, and materials to accessible virtual modes accessible 24-7

• Enhanced Alumni Engagement through Dolphin Connect (800 mentor and mentee users of students, alumni, faculty, staff and community), Dolphin Pod Talks, and LinkedIn Learning for A&FA members and 2020 grads

• Offering Virtual Career fair and engagement with industry though Zoom and Social Media.

• Increased collaborations with Academic and Student Affairs through class and club presentations and cross trainings.

• Established central internship virtual hub
DSA COVID-19 Operations

• “Virtual with Limited Exceptions”
  • Housing & Residential Education
  • Counseling & Psychological Services (CAPS)
  • Disability Accommodations & Support Services (DASS)
  • Dolphin Food Pantry
  • Student Health Services

• “The Island”: “one-stop shop” where students can find all of the campus’ virtual programming and support services

• DSA transition to virtual support/engagement
DSA Virtual Engagement: Fee Based Programs
Campus Recreation

- **Intramural Esports League**
  - **Madden 20**
    - Xbox 1
    - Sign-up on IMLeagues.com
    - Nov. 2, 2020 through Nov. 13, 2020

- **NBA 2K20**
  - Intramural Esports League
  - PS4
  - Sign-up on IMLeagues.com
  - Nov. 2, 2020 through Nov. 13, 2020

- **Call of Duty Warzone**
  - Sign-up on IMLeagues.com
  - October 21, 2020 through November 20, 2020

- **Mario Kart**
  - Nintendo Switch
  - Sign-up on IMLeagues.com

- **OA Webinar Series**
  - Outdoor Adventures
  - Join Outdoor Adventures for 30 minute workshops that cover a variety of backpacking and camping skills.

- **Zumba with Keyairrah**
  - @CSUCIFITNESS | CSUCI Campus Rec Fitness
  - Wednesdays from 2:00 P.M. - 3:00 P.M.
  - All classes held on Zoom
  - Register for virtual classes through Cisync

- **Virtual 5K Challenge**
  - Sign-up on IMLeagues.com for your chance to become an IM Champion!
  - October 22 – October 29, 2020
DSA Virtual Engagement: Fee Based Programs

**Student Health**

**“Be You”**
Support Group for Students of African Descent
Mondays: 2:00 p.m. – 3:15 p.m.
Oct. 5 – Nov. 30, 2020

**DROP-IN**
HAAPI: Supporting Healthy Asian/Asian American Pacific Islanders
Every other Tuesday: 3:30 – 4:30 p.m.
Sept. 22, Oct. 6 & 20, Nov. 3 & 17, Dec. 1

**MY BEATS IN Spanish**
Adelante Dolphins! Drop-in Support Group for Latinx Students
Wednesdays 11:00 AM – 12:15 PM
Sept. 9 – Oct. 28, 2020

**General Anxieties Support Group**
Wednesdays: 1:30 p.m. – 2:45 p.m.
Sept. 23 – Nov. 11, 2020

**Financial Wellness Workshop**
The first and third Tuesday of every month
Time: 12:00 p.m. – 1:00 p.m.

**The Rainbow Café Support Group**
Every other Tuesday: 3:30 – 4:30 p.m.
Sept. 29, Oct. 13 & 27, Nov. 10 & 24

**Mindfulness for Wellness**
Thursdays: 3:00 p.m. – 4:15 p.m.
Oct. 8 – Nov. 26, 2020
DSA Budget & Resource Challenges

- **DSA Staffing Impact:**
  - Permanent FTE vacancies: 19 FTE (20.65% of DSA staff)
  - Permanent FTE vacant with no TEMP backfill: 15.25 FTE (16.05% of DSA staff)
  - DSA staff on temporary appointments not renewed: 9
Housing & Residential Education:
- Occupancy capacity model: 200+ students
- Revenue: $3.4M (20-21 projected) v. $17.6M (19-20 actual)
- Expenses: -$508K (20-21 projected) + $1.3M lease + $7.2M bond
- $9M projected from housing reserves...
DSA Budget & Resource Challenges

• **Basic Needs Demands:**
  • Financial Support: 76 students $500-$750 since June 2020 ($48K total); $55K in total funding available to support students
  • Housing Insecurity: $53K grant hotel vouchers - $51K already spent to assist 24 students; $40K reallocated from Basic Needs grant to continue program through June 2021
  • Food Insecurity: between May and September, food pantry disbursed approximately $27K or 17,000lbs of food
  • Connectivity: in collaboration with Library and IT, $10K earmarked (Foundation) for 20 internet hot spots for students for 1-year
  • Reallocation of .4FTE to meet demand
DSA Budget & Resource Challenges

• TRiO Student Support Services: grant not renewed
  • 1-Year Transition Plan: re-allocation of DSA funding to support TRiO students through the AY with no interruption of services/support

• Student Assistants: (all revenue sources – fall 2019 actuals v. fall 2020 approved)
  • 68% reduction in Student Assistant hours across DSA
  • Overall savings of $613K
Moving Forward: Reinforce DSA Budget Principles/Philosophy

• Reallocate and prioritize existing DSA resources in support of Strategic Initiatives
• Use of data to inform short and long-term planning (descriptive, inform interventions, evaluate programs)
• Enhance revenue generation
• Remain flexible in an effort to preserve momentum towards Strategic Initiatives
Office of the President

All-Campus Budget Forum
October 8, 2020
## CORE OPERATIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Positions</th>
<th>Operating</th>
<th>Salary (with benefits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17</td>
<td>15</td>
<td>$577,334</td>
<td>$2,583,968</td>
</tr>
<tr>
<td>2017/18</td>
<td>13</td>
<td>$450,466</td>
<td>$2,109,411</td>
</tr>
<tr>
<td>2018/19</td>
<td>8</td>
<td>$257,866</td>
<td>$1,527,352</td>
</tr>
<tr>
<td>2019/20</td>
<td>9</td>
<td>$257,866</td>
<td>$1,682,358</td>
</tr>
<tr>
<td>2020/21</td>
<td>9</td>
<td>$257,866</td>
<td>$1,688,744</td>
</tr>
</tbody>
</table>
GENERAL FUND
FY 20-21 Distribution by Division

- Academic Affairs: 56%
- Business and Financial Affairs: 30%
- Student Affairs: 7%
- Advancement: 5%
- Office of the President: 2%
- General Fund: 5%
COST SAVING STRATEGIES

• Two staff positions partially loaned to Division of Academic Affairs to support the AA enterprise

• Travel Freeze

• Sponsorships and Memberships dramatically reduced and some not renewed for 2020-2021

• Student Assistant positions not filled
BUDGET FORUM

DIVISION OF BUSINESS & FINANCIAL AFFAIRS UPDATE

October 8, 2020
INTRODUCTION
IMPACTS OF COVID-19
Budget Changes

impacts to revenue

**FY19/20 LOSSES**
UAS and Transportation & Parking

<table>
<thead>
<tr>
<th>LOSS</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meal Plan Refunds</td>
<td>$1,094,657</td>
</tr>
<tr>
<td>Parking Refunds</td>
<td>$115,353</td>
</tr>
<tr>
<td>Dining Revenue Loss</td>
<td>$867,462</td>
</tr>
<tr>
<td>Catering Revenue Loss</td>
<td>$219,023</td>
</tr>
<tr>
<td>Other Revenues Losses</td>
<td>$120,779</td>
</tr>
<tr>
<td>Total loss in revenue and refunds</td>
<td>$2,417,274</td>
</tr>
</tbody>
</table>

Additional **$363,679** paid to UAS employees while unable to work due to shutdown

---

OUTLOOK FOR FY20/21

projected decrease in revenue vs. FY19/20 budget

<table>
<thead>
<tr>
<th>UAS</th>
<th>$7.5M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation &amp; Parking</td>
<td>$2M</td>
</tr>
</tbody>
</table>
Budget Changes

FY19-20

$277,000+ in unbudgeted COVID-19 expenses

- Emergency pay
- PPE
- Cleaning supplies
- Remote office supplies and technology
- Travel cancellations

5% under budget for FY19/20

- Salary savings (hiring chill and vacancies)
- Travel savings
- Other operating expense savings
## Operational Changes

### by the numbers

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>39</td>
<td>operational change briefings submitted to Cabinet</td>
</tr>
<tr>
<td>255</td>
<td>gallons of hand sanitizer procured</td>
</tr>
<tr>
<td>23</td>
<td>worksite COVID-19 prevention plans reviewed</td>
</tr>
<tr>
<td>32</td>
<td>hazard assessments reviewed</td>
</tr>
<tr>
<td>5513</td>
<td>Checks printed and sent to students from CARES funds</td>
</tr>
<tr>
<td>514</td>
<td>temporary telecommuter agreements executed in Adobe Sign</td>
</tr>
<tr>
<td>100</td>
<td>Facilities Services staff working on campus this fall</td>
</tr>
<tr>
<td>225</td>
<td>laptops and ipads distributed for faculty and staff use for remote work</td>
</tr>
</tbody>
</table>
Operational Changes

staff impact

• 9 positions vacated since mid-March across BFA and currently on hold
• University Auxiliary Services
  – 80 UAS Dining employees laid off June-August
  – UAS operating one dining location in Broome Library for Fall 2020
• Parking & Transportation Services
  – 2 part-time employee positions eliminated, 2 additional positions vacated and not backfilled
  – Community Service Officer (student assistant) positions reduced by 50% and hours limited
Q & A
Thank You for joining us today.

For questions please email SRPC@csuci.edu.