

**President's Budget Advisory Committee**  
**Meeting Minutes**  
August 20, 2020

<b>Voting Members Present</b>	<b>Area Budget Reps Present:</b>	<b>Staff Present:</b>	<b>Guests Present:</b>
Hector Ochoa	Rashmi Praba	Leslie Levinson	Adela de la Torre
Steve Welter	Crystal Little	Dana Smith	Peggy Shannon
Agnes Wong Nickerson	David Fuhriman	Nance Lakdawala	Stefan Hyman
Brittany Santos-Derieg	Crystal Little	Amanda Fuller	
Nola Butler-Byrd	Tony Chung		
Christian Holt	Mary Anne Kremicki		
Jerry Sheehan	Sheryl Necochea		
Wil Weston			
Luke Wood			
Cassie Aaron			
Khaled Morsi			
Cyndi Chie			
Sherry Ryan			
Tom McCarron			
Rebecca Lewison			

**Voting Members Absent:**    **Area Budget Reps Absent**  
Steve Welter  
Adrienne Vargas

**I. Call to order**

- **Call for amendments to agenda** – Interim VP Wong Nickerson called the meeting to order at 2:02 p.m. She asked if there were any amendments to the agenda but there were none.

**II. Budget** – President de la Torre gave an introduction. She said last year we needed to be flexible because of COVID-19 and the strain on our budget. We still don't have the final budget but we did a lot of budget modeling over the summer to prepare and have a preliminary budget plan. Many deliberations will be needed on how to prioritize resources that will direct the future of the campus. We don't get funded for the full cost of instruction for each student. We need to seriously look at revenue generation strategies. The president said she is looking forward to getting PBAC's and UR&P's advice on difficult decisions. We need to move forward with a common goal and to grow as well. We are also reaching out to other committees for their feedback. We probably won't know our final budget until October. If we get additional funding, we will go back to PBAC to determine how to proceed. We need to better manage our

carryover funds. Dr. Ryan said she is stepping into the UR&P committee and asked how the president and members envision the roll of that committee. IVP Wong Nickerson said currently the requests come up from the divisions to UR&P for their input. We have representatives from the colleges and divisions on that committee. The UR&P Chair is also on PBAC as a voting member. UR&P is the liaison between PBAC and the departments and colleges. PBAC reviews funding requests and gives recommendations to the president. President de la Torre said there will be a greater role for UR&P and PBAC this year. As we incorporate the strategic plan and integrate the new Mission Valley campus, committees will be tools. We're not sure how long the pandemic will last and we have to use funds for that for now. IVP Wong Nickerson said we would like UR&P to review the revenue generating ideas and give input to PBAC. Dr. Butler-Byrd said the senate represents different areas of the university and program directors should know what is happening. She also asked about staff hiring with one-time funds. The President said if you use one-time funds, you have to have projects with end dates. We need to have a discussion on when to use one-time funds. We have to develop more revenue streams. Dr. Butler-Byrd asked for clarification about Business Affairs handling the budget. The president said she needs to know the liquidity of all funds. BFA is developing an accounting system to reflect if PBAC allocated dollars for a specific use and have those dollars been used for that reason or have they moved around. IVP Wong Nickerson said BFA works with all the divisions to help them track their budgets. Our goal is to have more transparency this year with all the divisions. We need to be able to better see how much carryforward money we have. IVP Wong Nickerson said we have a preliminary budget that is balanced – we cut spending, limited PBAC allocations, and used the carryforward fund balance. These are one-time solutions and we need to develop permanent solutions for 2021-22.

### III. Information Item

- **Revenue Generation** - The president formed a tiger team for this purpose. IVP Wong Nickerson and VP Wood are co-chairs, and there is representation from different areas. The team met throughout July, divided into subgroups and has generated ideas such as to increase summer and non-resident enrollment. Dr. Hyman gave presentations on non-resident enrollment strategy and one on summer enrollment (see attached). Dean Shannon gave a presentation on summer high school academy (see attached). Dr. Morsi asked what about focusing on international students that are already here to encourage them to attend to graduate school. Dr. Hyman said there has been some outreach to seniors. Provost Ochoa said we need a better pipeline to encourage students to attend graduate students. Dr. Balsdon will be working on that concept this year. Dr. Butler-Byrd said they already have a good pipeline for her area. She also asked about social justice. Dean Shannon showed a video for that topic as well. Dr. Hyman said we started a partnership with a compact. We are conducting a lot of virtual visits for local high schools. We have the College Green Light partnership and are trying to reach a variety of students. Provost Ochoa said we are using a multi-faceted admissions process as well. IVP Wong Nickerson talked about students taking more applied courses in summer to

focus on their minor so they can graduate in four years. Summer session is not as structured now. She asked everyone to talk to their colleagues and bring more ideas to the next meeting.

- **Enrollment Update** – Provost Ochoa said we are closely monitoring enrollment. We are at 115% of target with California residents, 98.61% with out of state, and 107% with international. There is a lot of potential for growth. 133 freshmen have not registered after taking orientation. 403 transfer students have not registered. Many students are only taking a few hours but we are reaching out to them. We are doing better than some other institutions.

#### **IV. Reports**

- None

#### **V. Watch List**

- **COVID-19** - No update
- **Graduation Initiative 2025** – No update
- **IT Governance** – No update
- **Infrastructure (electrical/steam)** – No update
- **Mission Valley** – Senior VP McCarron said we closed escrow on Mission Valley on August 13<sup>th</sup> and held a mostly virtual groundbreaking celebration and start of construction on August 17<sup>th</sup>. The stadium is scheduled for completion in 2022 and the river park in 2023. We should break ground on the residential units in 2023 and it will take about two years to start getting revenue. The Innovation District will be public private partnerships. The infrastructure will cost \$350M. Systemwide revenue bonds issuance for site and stadium will be in September. Interest rates are very low. These will be long-term ground leases. Assets will revert to university ownership after 30 years. Mission Valley will allow up to 15,000 more students over time.

#### **VI. New Business - None**

#### **VII. Reminder**

- **Next Meeting Date – September 10, 2020** at 2:00 p.m. via Zoom. Meeting adjourned at 3:35 p.m.