

## Committee on Strategic and Financial Planning (CoSFP) Annual Report, AY2023-24

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### COMMITTEE MEMBERSHIP

**Jim Abraham** (Classified Personnel Chair (*ex officio* voting member))

**Michael Antolin**\* (College of Natural Sciences)

**Jocelyn Boice** (Libraries)

**Ryan Brooks** (Non-Tenure Track Faculty Representative, *ex officio* voting member)

**Gamze Cavdar** (College of Liberal Arts, Chair)

**Edwin Chong** (Walter Scott, Jr. College of Engineering)

**James Graham** (Health and Human Sciences)

**Laura Jensen** (Office of the Provost, *ex officio*)

**Matt Klein** (Administrative Professional Council Chair, *ex officio* voting member)

**Stephen Laffey** (Undergraduate Student Representative, *ex officio* voting member)

**Geoffrey Morris** (Agricultural Sciences)

**Angela Nielson** (VP for University Operations, *ex officio*)

**Burri Vikas Reddy** (Graduate Student Representative, *ex officio* voting member)

**Robert Schwebach** (College of Business)

**Melinda Smith** (Faculty Council Chair, *ex officio*)

**Lise Youngblade**\*\* (Dean, *ex officio*)

**Currently Unfilled**\*\*\* (Natural Resources)

**Currently Unfilled**\*\*\*\* (Veterinary Medicine and Biomedical Sciences)

\*Joined as of January 2024.

\*\*Joined as of March 2024 after replacing Dean Benjamin Withers

\*\*\* Lina Xiong served through December 2023

\*\*\*\*Felix Duerr served through January 2024

### MEETINGS AND PARTICIPATION

The academic year of 2023-24 was exceptionally busy and productive for *the Committee on Strategic and Financial Planning* (CoSFP), due to the committee's new active role. The Committee met every other Thursday (9:00 am – 10:00 am, in Admin 106) halfway through the academic year and then alternated between Thursdays (9:00 am – 10:00 am) and Fridays (2:00 pm – 3:00 pm) in the second half in order to accommodate the schedules of its members. Between August 24<sup>th</sup>, 2023, and April 25<sup>th</sup>, 2024, the committee has met bi-monthly (instead of monthly in the past) for a total 15 times. In addition to these full committee meetings, the committee formed four separate subcommittees to work on various reports simultaneously. These subcommittees were the followings:

1) The Subcommittee on the Goals and Values of the Budget Remodel, 2) The Subcommittee on the Opportunities and Risks of the RCM Model, 3) The Subcommittee of Salary/Compensation Equity, and 4) The Subcommittee on the Curriculum and Program Review.

It should be highlighted here that the first subcommittee on the *Goals and Values of the Budget Remodel* began its work voluntarily as of June 2023 and continued to work throughout the summer. Summer work is not typical for CoSFP because most of its members are 9-month employees. When we add the full committee bi-monthly meetings to the four subcommittee meetings, one of which

voluntarily convened during the summer of 2023, the frequency and productivity of the committee becomes clear demonstrating the extraordinary commitment and dedication of the CoSFP members to CSU.

The full committee meetings were mostly hybrid. Its agendas and attendance can be found in the minutes.

Furthermore, as part of the university's budget remodeling process, many CoSFP members have been involved in the budget remodeling process through three committees, namely *The Executive Sponsor Committee*, *The Steering Committee*, and *The Technical Committee*. Please find the names of the CoSFP members serving in these three university budget remodeling committees below:

**Executive Sponsor Committee:**

Melinda Smith: Chair Faculty Council

**Steering Committee:**

Jim Abraham: Chair, Classified Personnel Council

Gamze Cavdar: Chair, CoSFP

Ryan Brooks: Chair, Committee on Non-Tenure-Track

Edwin Chong: Department Head, Electrical and Computer Engineering

Matt Klein: Chair, Administrative Professional Council

Angie Nielsen: Director, Office of Budgets

Lise Youngblade: Dean, College of Health and Human Sciences

**Technical Committee**

James Graham: Director, Center of Community Partnership

Laura Jensen: Vice Provost for Planning and Effectiveness, Office of the Provost

Stephen Laffey: Undergraduate Student Representative

**REPRESENTATION ON UNIVERSITY COMMITTEES**

The CoSFP chair attended some Executive Committee meetings, Faculty Council meetings (scheduling allowed), and the Steering Committee of the Budget Remodeling Process. The Chair attended one of the Provost's Leadership Committee's meetings to listen and provide feedback on proposed new programs and met with President Amy Parsons and Provost Marion Underwood to discuss the salary/compensation equity adjustments. The Chair has been invited to serve on the *Task Force on Microcredential Certificates*, which will continue to work throughout the summer of 2024.

**PROGRAM PROPOSAL REVIEWS**

PROGRAM	DATE OF RECOMMENDATION
1) Master's of Advanced Practice in Dietetics by the Food Science and Human Nutrition	December 2023
2) Veterinary Clinical Care (VCC) Graduate Program by Clinical Sciences	March 2024
3) Master of Music Therapy by the School of Music, Theatre, and Dance	April 2024

The committee reviewed each proposal with considerations to their strategic impacts and financial plans and provided comments and recommendations. The committee was supportive of each proposal.

## ACCOMPLISHMENTS

During the 2023-24 academic year, CoSFP went beyond its traditional focus on program review and got directly and actively involved in many initiatives that are key to the university's financial and strategic planning. Specifically, CoSFP prepared three reports during this period and submitted them to the Faculty Council by the end of the academic year. The names of these reports and the list of subcommittee members are as follows:

- 1) *Goals and Values Regarding the Budget Model* (submitted to FC on September 21, 2023)  
Subcommittee: Gamze Cavdar (Subcommittee Chair), Edwin Chong, Joseph DiVerdi, Robert Schwebach, Ryan Brooks, James Graham, Geoffrey Morris, Lina Xiong, and Benjamin Withers.

The report lists its goals and values that govern its approach to the budget remodeling. The report emphasizes that the new budget must enable the university to pursue its mission. CoSFP values include DEISJ, salary equity for both all employees, student success, among others, and it states that “As the principle of shared governance dictates, faculty are the primary stakeholder in decision-making concerning the curriculum and the elimination of programs cannot be solely made based on budgetary concerns”.

- 2) *Opportunities and Risk Analysis of the RCM Budget Model* (submitted to FC on October 26, 2023)  
Subcommittee: Edwin Chong (Subcommittee Chair), Gamze Cavdar, James Graham, and Geoffrey Morris.

With this report, the committee identifies possible opportunities of the RCM model and provides a risk analysis—the type of analysis typically conducted by engineering fields to identify possible pitfalls of a project—with the sole intention of identifying its weaknesses in advance so that the measures are taken to make it work better.

- 3) *Salary/Compensation Equity Report* (submitted to FC on December 14, 2023)  
Subcommittee: Felix Duerr, Matt Klein, Robert Schwebach (Subcommittee Chair), and Lina Xiong.

This report combines several of CSU's previous initiatives and reports regarding salary equity and recommends a systematic, multi-layered, and multi-year approach to the question of salary equity, which has been historically addressed in an *ad-hoc* fashion. The report recommends addressing the salary equity at three levels--external, internal, and individual—starting from the lowest 10% of the employees.

- 4) *Curriculum and Program Review Subcommittee* (this is an ongoing project that is expected to be completed in the fall of 2024).  
Subcommittee: Jim Abraham, Michael Antolin (Subcommittee Chair), Jocelyn Boice, and Gamze Cavdar.

The goal of this ongoing initiative is to review the curriculum and program review processes of CSU's peer institutions so that lessons can be drawn to simplify and streamline what looks like an unnecessarily long process at CSU.

#### **CONTINUING ISSUES FOR 2024-25:**

- 1) CoSFP will continue to contribute to the university's budget remodeling process with particular considerations to the points raised in the CoSFP reports, namely the *CoSFP Goals and Values of Budget Remodeling*, *the Opportunities and Risks of the RCM Model*, and *the Salary/Compensation Equity*.
- 2) CoSFP will continue to get involved in the salary/compensation equity process with the Chair's direct involvement in the communications with President Parsons and Provost Underwood to advocate three level equity adjustments (external, internal, and individual, such as gender, ethnicity, and race) as identified in the CoSFP Budget/Compensation Equity Report.
- 3) CoSFP will prepare its report on the *Curriculum and Program Review* and submit it to the FC.
- 4) CoSFP chair will continue to serve on the task force put together by the FC and the Provost's Office on microcredential certificates and will seek feedback from the CoSFP.
- 5) CoSFP will continue to evaluate strategic aspects of proposed new degree programs.
- 6) CoSFP will continue to monitor and shape the strategic goals of the annual budget process.
- 7) CoSFP will continue to get involved in long term university initiatives that contribute to the CSU's institutional priorities (i.e. student success, world-class academic and research programs, institutional competitiveness, outreach and impact around the state and world, and strengthening our democracy).
- 8) CoSFP hopes to continue interaction with President Parsons and Provost Underwood on financial and strategic matters.
- 9) CoSFP hopes that the chair serves in the following committees as stipulated in *Faculty Council Operating Procedures*, which states that ***"The chairperson will serve as a member of the Council of Deans and the Vice Presidents Operations Forum, and will be present as a guest at Cabinet meetings"*** (V-34).

