

Reflection Comments subcommittee 4

it's time to embrace PBF models - it is not socially just to not spend dollars in ways that do not mirror our values and goals. students have a right to know that the mission of csuf - which they have bought into with their time, dollars, and energy - is achieved by them personally. that means assessment and budgeting that mirrors mission and this amp
No comments.

Add support for faculty training (particularly around teaching strategies and understanding the student population we serve). Give funds, rewards for training, and appropriate physical space for these activities.

Has the campus explored a more extensive decentralization of classroom space to see if that would allow more flexibility in scheduling?

Q3.1. physical considerations, 2nd bullet point - in addition to accommodating evolving external research, we should also include other forms of engagement with the community as we get more involved in off campus settings. An example of this is evident in the new position of assistant vice president for academic and community partnerships. We are moving forward in our endeavor to become stewards of place.
clearer guidelines on how performance-based funding will affect college allocations.
In tight economic times, we may need guidance about essential programs and services. Some objective means of making these decisions would be helpful guidance to include in the AMP. This goes beyond needs based and is more focused on value based.

"We need better data on the efficient use of resources across campus. What are course/classroom fill rates each semester? Knowing this will allow us to plan more efficiently for our limited space. Can't continue to build the schedule ""the way its always been done"" need to realize where we are wasting resources and shift them to areas of need. This would include more planning (course rotation plan) and the need to not offer low enrolled classes."
implications for fund raising efforts outside funding not more tuition

I appreciate that this sub-committee prefaced their outline with the statement that this committee should be the last step and that the infrastructure and resources need to be constantly reviewed and adjusted. I hope more will be added regarding human resource needs (not just faculty).

"We need to address the inequitable distribution of course load that exists across colleges and departments.

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We need to address limited parking, and increase sustainable energy use on campus. In our departmental meeting, Provost Cruz stated that the Academic Master Plan will help guide us in the emergence of a data-driven, outcome oriented university future that quantifies the results of teaching and learning, and potentially could reward certain types of teaching or content that can be more easily quantified. I suggest that we need to be transparent about our response to this context in California, so that maintaining the quality of what we teach and how we teach can be ensured, rather than lost as the data push influences our outcomes." Multifunctional spaces are essential but presents significant challenges as individual units become "possessive" due to expense of maintaining such spaces "What are decided as priorities will certainly dictate the future spending. If all the space is allocated by the university, each department cannot plan its future TT search etc."

Who will decide how resources are allocated (i.e. who decides whether one department had too much space or too little)? Some departments require lab space while others do not, for example. will all stakeholders be included in decision making? Who makes the final decisions?

"the university and the system must reach out to donors to find funds to grow the campus. we need more buildings. the AMP should provide a framework of how much space is allocated for or instructional mission and how much space is set aside for the research mission of the campus. Much of our instructional space doubles as research space. the campus at times looks neglected and i wish there was more money spent on maintenance.

SC4 mentions textbooks and their cost. There is no incentive in the RTP proces for jr. faculty to produce modern online interactive textbooks. there is a trend amongst some tenured faculty at R1 universities to produce self published high quality online texts. CSU faculty are well positioned to do the same if this sort of work was valued at the campus or system level we can make an impact on changing the textbook business model."

It would seem that having college "homes" should not extend to classrooms if we want to be able to maximize flexibility in scheduling.

NO SPECIFIC EDITS HERE: I have a concern that whatever metrics we use to analyze spaces, please include "unusual" space needs, such as graduate studio spaces in the arts. Such needs were not included in the previous space analysis done in 2014-14.

It would be important to leverage the resources we may have access to, through our relationships with other organizations and universities. It would also be helpful to make the processes as easy as possible to collaborate with other organizations. By doing so, we would increase our capacity to best serve students.

"Assess and articulate? Pre and post surveys. Report out via convocation, town hall, email.

Align? Conduct needs assessment of all campus units, then implement findings.

Barriers? The usual: low funding from state, lowest-funded CSU campus per student capita, fundraising for a public institution that many perceive is or should be fully state-funded, land-locked by 57 freeway and surface streets - no room for horizontal expansion.

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Policies and procedures? Use Academic Senate and its committee structure to work on this. Respond to budget? Messaging for need to invest in higher ed to governor, legislature and public, solicit and acquire gifts and grants, use large alumni network for assistance, networking, and solicitation."

Recommendations included maximize utilization of classroom space...but what data sources will you use. Need to make sure you consider individual college needs. We need research space.

Happy faculty means happy students. We need allocate resources in the most efficient way to assure the desired outcome. Faculty recognition and support is the key.

"we hire too many consultants who are expensive and ineffective.

consumables are not taken into account in assessing cost of running a class.

there seems to be little understanding in finance division of operations in running programs in academic affairs.

the campus needs to assess staff needs in the colleges and provide more positions

seriously need to expand pre and post grant infrastructure to bring in more external funding"

Old infrastructure, a library under construction, over emphasis on measures and assessment rather than actual LEARNING.

"We need to more aggressively appeal to the public of California to show what our conditions are, truly. We need to show how many students are being left out, excluded. We are always trying to show what a good job we are doing. So what is the motivation for political will if we are doing so great?

Need to focus on the development of more classroom space, more student-focused spaces to gather and collaborate, and on parking (a serious issue that affects students ability to get to class on time and to work off-campus and to spend the time they need to with their family, partners, children."

Thank you for your work on addressing these questions. I think that any discussion, or actions, regarding reallocation of resources or space will be challenging and politically charged.

However, I believe it is crucial that the university leadership be willing to facilitate such discussions and make these difficult decisions if the campus is going to move forward to

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become the best university it can be. Not being willing to potentially reallocate resources (budget or space) will automatically limit any positive changes that might be made as a result of this academic master plan.

it appears that many of our staff are one-time positions. can we baseline those?
emphasize online teaching only for students who need it and when it works for them. Do not make online available for all students.

provide students with the necessary tools to learn and get the most out of their learning experience at csuf. This extends to administrators, faculty, and staff to have the necessary resources to perform their job which enables them to focus on a offering and engaging more with students.

"Resources and infrastructure should always support the Academic mission as being primary.

New resources and infrastructure should never be adopted without conducting a needs assessment first. Technology must be appropriate to needs and work. This app is a good example of wasteful, inappropriate resource use. It does not facilitate the work and is unnecessarily burdensome and glitchy."

private public partnership need if we need to make any enhancement in this category.
faculty supporting student research, which is one among the high impact practices should be provided with assigned time or other types of support.

must make sure to include staff increases

New technologies should be purchased and implemented thoughtfully with a clear understanding of how they will impact different units and programs.

"We definitely need to address the issue of adequate infrastructure to be able to meet our goals, but it is unclear how we will find the funding to do so in a timely manner. Why are we continuing to plan to grow when we outdrew our space years ago? We cannot continue to do more with less - it is a completely unsustainable way of operating.

Everyone needs to understand what it takes to execute all the added things we are continually being asked to do on top of the core mission of educating our students."

different units have different equipment needs. different units have different rates of inflation on their ongoing expenses - library journals and database costs go up 6 percent per year. given state deinvestment, obtaining external funding is crucial - grants, increasing endowments, ... FTES based models do not account for differences in cost among programs and will underfund programs (which we currently do) - While there might be issues with performance based funding, we really do have to adequately fund programs based on their needs not their FTES.

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While the infrastructure part is there, the maintenance part is not. We have to take care of our campus facilities or we'll end up in deep trouble!

This committee's work seems to be most realistic in listing issues beyond what we are currently doing. Provides food for thought about what problems we need to solve. More questions than can be answered but a good start.

need to ensure equitable facilities for all academic colleges/departments.

What is the cost teaching a student for a particular discipline? How does the economy of scale affect the cost of teaching a student?

Need to take care with not eroding entrepreneurial spirit in regards to resource management. Need big push on automating manually intensive processes to relieve heavy processing burdens. More transparency in resource use important.

one of the issues that negatively impacts resources is CSU policy. the way we charge tuition impacts the number of units a student takes. if a student should take 9 units (due to work or other commitments) they may enroll in only 6 units or enroll in 15 units (since they pay the fee for this). We should also consider demand pricing so our resources are utilized 7 days a week rather than only 4.5 days a week.

"what is not clear to me is which factors we can change on our own independent of the CSU. For example, it seems like CSU controls our FTES targets.

in terms of using our facilities more efficiently, such as classrooms and parking, students have to be able and willing to use alternate schedules --like Friday classes."