



COMMITTEE ON BUDGET AND RESOURCE ALLOCATION

MEETING DATE: Wednesday, 24 September 2025

APPROVED MINUTES

Members Present: Paul Carpenter (Chair), Monique Cornelius, Missy Wright, Danvy Le, Vish Hegde, Eric Fricke, Trinie Dalton, Lee Adams, Murray Horne, Varick Erickson, Jeff Newcomb,

Monique Cornelius, Rafael Hernandez

Guests: Mark Robinson, Rob Williams, Erik Helgren

Absent: Patricia Drew

1. [Land Acknowledgment](#): Chair Paul Carpenter
2. [Appoint Secretary](#): Jeff Newcomb
3. Approval of the agenda: M/ Missy Wright; S/ Newcomb; P/
4. Approval of minutes from [9/10/25](#): M/ Murray Horne; S/ Eric Fricke; P/
5. [2025-2026 calendar](#): Information item; no objections

Reports:

Report of the Chair

Working with CAPR

Carpenter: In keeping with ExCom's charge as follow-up to July's WASCUC report, met with CAPR Chair Vivian Cueto to discuss collaboration for collecting and analyzing curricula data, and form a policy going forward. Cueto to identify at least one CAPR member to work with COBRA. CAPR discussion includes issues around the Focused Program Review (FPR) data and adding to annual and five-year reports. Working out logistics for next meetings with CAPR.

Carpenter: See *COBRA Documents* in Google Drive ([Fiscal data](#)) for current reports and data I'm gathering with help of an AI search on issues related to academic programs review, cost recovery, marginal costs of instruction, academic analytics, etc.

Newcomb: Determining costs of a course sounds good, but what do we do with this information?

Carpenter: To be determined; we could generate a score to rank departments low to high. But whether this determines whether a program should run or not is a very different question. As a crude measure the average cost per FTS is an indicator of program costs. But no easy answer.

UBAC

Carpenter: In conversation with CFO Myesha Anderson and President Sandeen, UBAC may be reimagined as a panel or forum, with membership as a broad cross-section of the University community. Challenge to create the panel with deep knowledge of budget and context on issues, and structure UBAC meetings around specific topics and data sets. Panel would develop reports and be accessible to the community for interrogation on content and impact. Plan is preliminary; more to come.

Hegde: In meetings with WASC, the issue of clarity came up. Was this factored into discussion?

Carpenter: Yes. It's also matter of interpretation of what WASC is looking for. Was there misunderstanding during meetings with the WASC team? But rethinking UBAC is part of addressing WASC's concern.

Newcomb: In Senate there is discussion to create an open Q&A, emphasizing transparency, for follow-up questions submitted in advance to the campus leadership. This specific to current schedule of admin's briefings on fiscal sustainability, enrollment, etc.

Carpenter: Yes. Part of challenge is many avenues from which we get data and to figure out if comparisons from varied data sources are valid, apples to apples. The CSU Financial Transparency Portal is helpful.

Horne: Sounds like UBAC may consist of budget analysts and administrators, limiting faculty involvement. Is it going that type of body?

Carpenter: Good question. The conundrum is to have both expertise and faculty participation in decision-making. Another aspect is how to build knowledge base among faculty with respect to budget. Department chairs asked to make or contribute to significant budget-related decisions but have minimal fiscal authority. Unless as faculty we are given fiscal authority and need to have deeper budget knowledge, what is the motivation for greater involvement? Throwing out ideas. Our discussion overlays well with shared governance piece.

Invites

Carpenter: AVP Balvinder Kumar joins us to report on University Extension on 10/22. Provost Muscat is here 12/10.

Report of the Presidential Appointees

AVP Monique Cornelius: Campus's FY 25-26 budget finalized, presented by the president last week. There is a decrease in revenue allocated from the CSU for FY 25-26 of approx. \$11 million. Given projected expenses across East Bay, including divisions and our central plan, for FY 25-26 we are at a \$13 million deficit. Working with divisions and aspects of central plan to reduce deficit and close the gap. Each division received a formal budget memo.

Carpenter: Will memos be posted to the Budget Hub website?

Cornelius: Budget memos are not posted to Budget Hub. Details to be shared with COBRA and UBAC in presentations to come.

Newcomb: Question about the \$13 million deficit as projected: If we zeroed out the ongoing structural deficit in this past academic year, going forward are we to have a continuous, rolling deficit to start each new academic year?

Cornelius: The \$11 million general fund reduction from the state and CO represents most of the deficit now, beginning of the academic year. Without that loss we'd be in a much better position. The plans we have so far to reduce that deficit include some permanent cuts, some one-time. But we're not going to stop there. The SF Bay Region Network the president mentioned is one. We will look for savings from the divisions and Central to cover, and the remaining needed would come as last year from reserves.

Newcomb: Another question about the \$9.8 million as a cost recovery: Is that projected largely from Extension?

Cornelius: Yes, a large portion is from PACE and University Extension. Looking at how to standardize different cost recovery approaches across campuses with CO and adjust.

Carpenter: In *COBRA Documents* see info on the CSUEB cost allocation plan. Helpful to educate ourselves on how these plans play out. San Bernadino is a model.

Deputy Provost Rafael Hernandez: Provost is reviewing the budget memo to Academic Affairs and meeting with the deans. By Friday October 3 we'll get to final allocations. The deans are looking at the total temporary lecturer faculty contract pool for Spring 2026 as Fall is already loaded. Now contract load is a tad higher than Fall 2024, with a lot of late incoming contracts. TAs, mostly in CSCI, are considered temporary contract faculty. Hernandez (Referring to Academic Affairs' College Requests spreadsheet sent to Chair): The spreadsheet shows draft (not actual) allocations for provost and deans. Requests exceed \$2 million over what had been planned, but this is not alarming. Confident can make allocations work. In a more comfortable place now than in the past. Activities during year can alleviate extra costs. Grant reimbursements and extension onload assignments are examples.

Hernandez: We're going to fund full classes. It's unfortunate we were cut so much from the CO this year (\$11 million). But this is where we're at. Employee attrition is the way shortfalls have been primarily addressed. The lecturer pool is now one third the size of maybe five or six years ago. But there is a certain point you just can't get blood from a stone.

Hernandez: The new provost wants to be involved with resource allocation. Soon we'll start to sketch pencil budget for next year, actively involving deans.

Newcomb: Last year's budget for lecturer faculty was \$11 million, although that may have been adjusted in some way. How does the projected budget for lecturer faculty compare?

Hernandez: Pencil budget for lecturers this year was \$9 million, but in late summer given a better outlook for enrollment, I increased that to \$11 million. Looks like right now we are on pace to spend > \$12.5 million. We have roughly the same number of lecturers now as last spring, maybe some fewer. My red line is \$9 million, but that's an impossible task – even \$11 million is hard. We do have a small improvement in efficiency – that is, the number of students faculty are teaching.

Wright: Looking at College Requests spreadsheet, CBE's request has increased from \$150 Million to \$338 million. What's that about?

Hernandez: CBE's new Accounting and Analytics degree is exploding in growth. It's funding full classes, fully online. Enrollments completely took off. Another draw is active pursuit of CPA licensure requiring university hours.

Dalton: How much enrollment do we need to satisfy a budget – is there a metric for that? And looking at the College Requests spreadsheet, is there a metric for how much funding to ask for? Are there incentives for asking for less? Departments may not know that they're supposed to be meeting certain fiscal goals every year.

Hernandez: We are beginning the search for VP for Enrollment Management and Student Affairs, whose responsibility it will be to lead enrollment work, with the goal of a start date by next term. About 12,000 students would be sufficient to sustain our current campus employee population. Now our student headcount is about 10,000. So not far off, but there are a variety of other factors. 12,000 students is an attainable goal. An aspirational goal would be getting back to 15,500.

Hernandez: We need to put together a fiscal action plan. The CSU requires that of us, and the state requires it of the CSU. What is return on investment relative to enrollment? What is appropriate mix of student types, and what are considerations for access and equity? Caution: too much emphasis on budget and expense may inadvertently clash with the CBA (Collective Bargaining Agreement), interfere with overall learning objectives, or lead to unethical or perverse incentives.

Carpenter: Part of equation, too, is the marginal cost of education – what does it cost to educate one more student? Another dimension to explore is how we look at and manage financial risk. May be useful to examine in the context of our annual reports and look at as a portfolio rather than individual programs.

Business Items:

University Committee on Layoffs

Carpenter: Need COBRA Representative to University Layoff Committee (UCL). Openings for faculty from CSCI and CBE, and lecturer faculty. *(Note: Newcomb self-nominates as lecturer faculty for COBRA. ExCom approves 9/30. Senate to seat UCL at 10/7 meeting).*

President's briefing on fiscal sustainability

Chronicle Higher Ed [article](#), *How Two Universities Closed Their Budget Deficits*.

Carpenter: Interesting article appearing day after president's financial sustainability briefing about two institutions and experience with deficit. Interesting alignment between strategies other institutions are using and those being used by our administration. The president's financial sustainability briefing and Chronicle article dovetail together.

Dalton: College faculty are wondering what's happening with improving recruitment. The VP hire will help but we need more working on it.

Carpenter: Some concerns are being expressed as to what students are available to recruit, and whether we should be shooting for 12,000-student target for the campus. Emphasis seems to be more on retention. Keeping students in a sense should be easier.

Carpenter: CSU dashboards from the CO offer data on attrition rates in first and second years.

Newcomb: Two points about financial sustainability. Questions about consultants continue to come up among faculty – why are consultants necessary, and why can't we do much of this work in-house at lower net cost as needed?

Hiring consultants is for a variety of reasons. This is relevant to our remit discussion, including alternatives explored. A second point is the Bay Region Network (SFBRN), its staffing and intended back-office functions. While still early days, concern is for how significant enough cost savings will be managed.

Wright: Looks like SFBRN is projected to save \$1.5 million next year, with IT taking most of the hit. Perhaps we can get a presentation. What does network look like? What's in the \$1.5 million? What's end goal? Also, love to hear more about University Extension. The president said Extension reversed 10-year pattern of deficit – how? And what's the projection forward?

Carpenter: Now 3:15 pm -- time to break into our two work groups, WSCUC and Shared Governance. Thanks to Monique and Rafael. At 3:45 pm we'll come back to debrief.

Discussion: Breakout Groups Debrief

Newcomb (*from shared governance remit breakout group*): From the several definitions and interpretations of shared governance we can make our own specific version for East Bay structured around fiscal transparency and planning.

Carpenter: We need more autonomy with planning and budgets for programs and chairs.

Dalton: We need what Paul is asking for. The budget process is a mess.

Hegde: In shared governance what is the role of COBRA? Chairs?

Dalton: Can we survey the deans? What do deans and chairs want?

Hegde: Can we benchmark other campuses and what they do?

Carpenter: So much uncertainty. Whenever budgets are organized, they can be overridden.

Le (*from WSCUC remit breakout group*): We need CAPR's input and would like a representative joining us from CAPR to move forward. We want to make sure that what we recommend is not a burden to chairs or program directors. It should be an automated thing, like a dashboard.

Carpenter: Spoke to Rafael about tracking data. Whatever metrics we want to develop we'll be able access through Pioneer Insights. Still trying to get timelines to submit our deliverables. Hopefully we've got the rest of the term to put something together. Following up with CAPR Chair to find liaison.

Adams: Really need to talk with CAPR to make a recommendation.

Wright: To avoid being stuck, is Fanny Yeung, as leader of our WSCUC response, along with the CAPR rep, the responsible contacts for moving our work forward?

Carpenter: No reason why not. Fanny Yeung is the WSCUC liaison and presidential designee for CAPR.

Fricke: We need to work on budget collaboration with stakeholders. Who are the stakeholders? Are we talking about chairs who want more authority over budget, or faculty who want input with the budget being created?

Carpenter: Great question for Yeung and for Maureen Scharberg, due to experience working with WASC. How does WASC define stakeholders?

Carpenter: With the WASC visit it may have been that when meeting with individual constituent groups, the WASC panel took away an impression of inadequate communication and engagement with administration and more directly the president's office, reflected in the Notice of Concern.

Hegde: Is there any mandate for action on faculty's part in terms of requests coming our way?

Carpenter: My understanding is that working groups were being formed around the WSCUC report in terms of potential noncompliance. But no indication yet as to how faculty would be involved with next steps. Our remit now is from ExCom, and if nothing else, we report back to them.

Carpenter: This is difficult stuff to deal with. It's also emotive, with the levels of uncertainty phenomenal. A lot of things we must do is make guesses and assumptions. To manage, we can come up with principles and then a few action items to fit. There is more than one way to move forward on these things.

Meeting adjourned at 4:01 pm.

Respectfully submitted,
Jeff Newcomb
Accidental Secretary