Council on Student Affairs and Fees (COSAF) Meeting
October 23, 2015
ARC Meeting Room 1
11:30 am – 1:00 pm

I. Call to Order 11:37 am

II. Departmental Overview – Intercollegiate Athletics (ICA) with Q&A

- Introduction of Teresa Gould, ICA Interim Director (Naftali)
- PPT presentation was given by Teresa. PPT to be posted on the COSAF website. Notes and questions below relate to the presentation.
- Teresa gave some background on herself
    - Has been in the interim role for about 7 months and anticipates about 7 more
    - Has had 26 years' experience in Division 1 athletics
- Aside from coaches, there are administrative units in the department that provide support to the department and the athletes for things like life skills, academic advising, media, business and finance, physicians, nutritionists, etc.
- Re: the mission statement, it's important to note that the department is student-centered, first and foremost, not athlete-centered. The athletes are students first, and athletics serves the whole student community.
- Wants to be sure the work of the department is connected to the Chancellor's priorities. Everything should be cascading down from there.
- Setting the direction of the department is important BEFORE hiring a permanent director so that they hire the leader they need.
- Funding slide: funding is complex – several different student fees, many different NCAA funds
- Revenues slide: most $ comes from student fees. Students are their #1 stakeholder.
- Q – is there information on the socioeconomic status of athletes who receive financial aid (24% of budget)
    - Yes. Financial Aid administers the funds.
- Payroll/personnel is 43% of budget and is actually low compared to other institutions
- 40% of the rest of the budget is committed before the FY begins (e.g. student contracts, game contracts, equipment orders made in advance), which means there is little discretionary spending.
- There are lots of compliance rules to follow for use of funds (e.g. NCAA and 5 different Conferences, each with a different set of rules)
- They do benchmarking – comparing to peers on a sport-by-sport basis
- Department needs to invest in income-generating areas so they can generate the income to meet their goals
- Q – What has been causing the decline in income?
    - That's a good, and important, question and they are looking into it. They need to do a review. 10% of their positions have been open, several of them in revenue-generating positions.
- Q – How many funding sources are pigeon-holed, or pre-designated for something in particular?
    - Many donor gifts are sport-specific
    - Ticket revenue is for current use
    - NCAA – all are different. Some restricted, some not.
- Q – Can you review the restrictions regarding student fees
    - Will be discussed more in depth with particular fee presentations
    - CEI is a grant-in-aid program only

- The savings from the empty positions fills some of the financial gap
- The Development area is now fully staffed, and Teresa believes that is where the highest potential lies for generating more revenue
- Marketing, ticket sales, corporate sponsorship – not fully staffed yet
- Athletics retains face-to-face interactions for development, but mail, email and phone solicitation is done by central Development office

III. Campus Enhancement Initiative (CEI) Presentation by CoHo with Q&A – Darin Schluep

- Darin provided handout to be posted on COSAF site
- Started 47 years ago
- Serves 9,000 people/day
- 6 career staff
- 45 student supervisors
- 8 student managers
- Committed to providing student training and job skills
- CEI is for maintenance and capital improvements
- Maintenance fee is hard got gage – is high sometimes, was lower last year
- #7 Catering – there's a 600-700 sq. ft. space adjacent to kitchen that used to be for Sodexo. CoHo is to take it over for their kitchen (~$1M)
    - This came before COSAF last year to get their recommendation on using the funds for this purpose (JB)
    - Note that some funding was spent to explore the space conversion
- They are always working with Student Affairs to ensure the integrity of the use of funds
- PCI (Purchasing Card Industry) compliance was problematic last year, so money is earmarked for Point of Sale system replacement
- Pizza/hot sandwiches area needs reorganizing – doesn't merchandise product well and there are ovens right next to refrigerators, which has caused equipment problems
- Q – For new Freeborn – Will it be in the same location or not? If so, why would there be a new food service facility right next to the MU?
    - There is a project advisory committee for the Freeborn project. It will be a while before it is completed. The DCM site can be checked for more info on that (GO)
    - The idea is to have something programmatically different from the CoHo – a pub or grille for example
- Q – Are there alternate plans for the Freeborn $1,500,000 if the Freeborn plan changes?
    - This (handout) is a living document and will be adjusted as we go along
- Q – What about food service for a growing student population? The CoHo is crowded now.
    - Plans for expansion of the dining area are not far down the road
    - Several buildings are looking at bringing some food service in (e.g. Library, new lecture hall, I House)
    - CoHo is limited to its own space improvements
    - Sodexo and Student Housing are in a better position to address the global issue on campus
    - Q – Any plan to expand southward?
        - CoHo has no plan for that
- Q –Facility maintenance staff is decreasing. How can you do that with an expansion?
    - Maintenance positons are not being eliminated. There is a shift to a new model.
- Q – Why is there a fluctuation in the debt service
    - (LS) There was a refinance last year – loan period extended to 2044. Interest is arranged by UCOP. In 2021-22 the increase will be more

- Q – Re: #7, the space is now vacant. What are the plans for it?
    - Storage, refrigeration storage, some office space for career positions
    - CoHo now has 350 employees – used to be 250
- Will be partnering with the Stores on the new convenience store in the MU. Will provide grab-n-go items for that space
- Q – Are there plans to expand the catering service?
    - Sodexo is the University Caterer and the CoHo doesn't want to infringe on that. Their priority is the 9,000 people who come through the door every day
- Q – Is there an estimated change in the maintenance expenses with the new facility?
    - Not much – not a lot of new equipment will be needed
- Q – If CPI were approved, what would be done?
    - Can't say for certain. Needs are always changing.
    - (JB) Clarified that CPI is only on operating expenses
- Q – In an ideal world, how much staffing would you have?
    - Have done benchmarking
    - CoHo is way above the industry standard
        - Average is $800,000 per exempt staff member. CoHo is at $2M
        - Average is $400,000 per non-exempt staff member. CoHo is at $1.2M
    - Current staffing is probably a little low. They need to ensure student training and food safety

IV. Chairs' Update

- (Vidur) Will have a document soon to see the breakdown of SSF
- Plan to have teams from the committee going out to gather information for review the fees
- Actual research will probably begin next quarter, but are getting set up now
- Q – Is it OK to ask during department presentations about the effect of things on the larger student community?
    - Naftali – Yes, absolutely
- Q – When does the voting body have a chance to discuss without the non-voting members in attendance?
    - (JB) No meetings like that are scheduled
    - Naftali – we're open to entertaining changes to the processes or procedures if appropriate
    - (GO) What would be the benefit? The non-voting members are here to advise and provide information the voting members might not otherwise have
    - (IW) It can be harder to have a candid conversation if there are people there with "skin in the game"
    - (GO) Goal is to give good feedback and have open doors, not to have a "secret society" of voting members
    - (IW) Likening it to a jury having time to deliberate privately outside the courtroom environment
    - (JB) I get Isaac's point. We have a shared government, which is why there is broad representation on each committee. The committee only gives a recommendation. If there are issues of concern, take them to the chairs to be addressed as appropriate. The idea is to be able to say things freely here.
    - (IW) Not everyone necessarily feels that
    - (NM) Those who aren't as comfortable sharing in the large group should certainly feel free to talk to the chairs, Naftali or Vidur, so their concerns can be addressed

- (RR) ASUCD meetings are designated as closed-door meetings only if an issue of confidentiality related to HR or safety is to be discussed.
- (JB) Isaac's point is well taken. Everyone wants to be courteous and respectful, but that is not mutually exclusive with the idea of challenging the presenters and each other.
- (NM) We are advisory when it comes to writing the recommendations for the Vice Chancellor, and we want to represent all aspects/opinions appropriately if the committee's opinion is not unanimous.

V. Meeting adjourned 12:52 pm

- Reminder for paid members to add 15 minutes to timesheets for the meeting on 10/9 that ran over time.
- Chairs will announce to record the extra time if that happens again.