

Post-Pandemic Planning Steering Committee
Progress Update – Oct. 22, 2021
Meeting Minutes

Participants: Tomás Morales, Shari McMahan, Samuel Sudhakar, Robert Nava, Daria Graham (as a subcommittee chair and also on behalf of Paz Olivérez), Clare Weber, Rachel Beech, Gerard Au, Monir Ahmed, Seval Yildirim, Jeanne Durr, Lynniece Warren, Eric Chan (on behalf of Jennifer Sorenson), Robert Tenczar, Sandy Bennett

Subcommittees Progress Updates

Subcommittee chairs provided a general overview on progress to date. For more information, see their respective meeting minutes posted under the “Subcommittees” tab on the Post-Pandemic Planning webpage.

- **Facilities (Eric Chan)**
 - See attached PowerPoint.

- **Strategic Enrollment Management (R. Beech)**
 - Subcommittee members have met once in the spring and twice in the fall to date.
 - Members have been doing a lot of visioning in their space on how they want students to navigate the campus. The subcommittee has been very conscious about engagement at the undergraduate and graduate level, across all types of students, at both campuses. Members are looking for growth opportunities at both campuses as well.
 - A large scope framework is being developed and discussed.
 - Four subcommittees have been created to support efforts: (1) Recruitment and Student Pipeline, (2) Financial Aid and Affordability, (3) Systems, Structures and Support for Retention and (4) Transition and Enrollment Support. They will begin meeting soon.
 - Resources have been provided, including a SEM core concepts book and an enrollment management leadership document, to use as foundational tools.
 - A national enrollment consulting firm will assist with the strategic enrollment planning process.

- **Human Resources & Risk Management (J. Durr, L. Warren, S. Yildirim)**
 - At its meeting in September, members reviewed in full the telecommuting program for the CSU that we have opted into.

- Members made the determination that the committee should not be recommending positions for telecommuting, so they reached out to cabinet members. Divisions will be inputting responses to each position in a spreadsheet then forwarding back to the committee.
 - Several resources have been reviewed, including C-suite challenge material and conflicts that have emerged in institutions. Members will be looking at information from facilities next week and at Student Affairs' decision tree.
 - Business recovery meetings are going on right now outside of this committee, so this area will be put aside for now.
 - The committee will be putting together some broad-based telecommuting proposals and staying away from any specifics for offices.
- **External Relations & Special Events (B. Tenczar)**
 - CSUSB's Repopulation Plan has been reviewed; spirited discussions have occurred on what our campus will look like as we come out of the pandemic.
 - A space audit is being done and a master list created that includes the university's new buildings.
 - Bundle price points have been discussed.
 - The committee is looking at internal barriers that occur when providing space to external constituents.
 - We will be collaborating with a special events committee that already exists and is chaired by Jenny Stewart Hatter on price points and bundle price points.
 - How do we rebrand ourselves?
 - Programming and fees for our students and the rest of the campus are being examined to prepare for new buildings coming online.
 - Messaging to the campus and external community when we are able to move forward is also being considered. How are we promoting health equity, so our guidelines do not become punitive? Clear and accurate information is needed as well as vaccination awareness.
 - CSUSB is a central hub of the region. The committee is examining how to centrally promote all the educational experiences to our surrounding communities.
 - The committee will be looking at some internal measures that can be implemented to make it easier for our external audiences to come on campus and use our space. There are many rules and protocols related to a specific space, making it difficult for people to navigate.

- **Instruction & Academic Programs (C. Weber)**

- Fifty percent of committee members are faculty. Members met once in spring to review the charge and begin planning. The group is now meeting monthly and using appreciative inquiry to map out its recommendations.
- Members engaged in a Generation Z reading and discussion and are circling back with Institutional Research for data.
- The committee is being intentional about classroom space and environmental justice for student to use informally to take their online course and/or study.
- The group also discussed credit for prior learning beyond testing out for credit apprenticeship programs and certificates.
- Stackable certificates were also discussed.

- **Information Technology (G. Au)**

- Committee member have been focused on making sure they have the technology to support a post-pandemic environment.
- A total of 170 classrooms, 145 at the San Bernardino campus and 25 at the PDC campus have been upgraded.
- To make sure there is enough infrastructure to support the next generation of learning, a comprehensive wireless coverage assessment was completed. Team members are now in the midst of drafting an upgrade plan.
- Some of the newer technology to assist with the remote deployment and management of technology is being examined so some devices can be taken home.
- From the process side, several of these efforts may/will need a revision to policies. One that is being currently addressed is distance learning. Included for the first time is a recommendation that faculty get training for online teaching and an explicit statement that department chairs are responsible for ensuring high quality distance education.
- Discussions have also occurred around a potential telecommuting policy. Specifically, how do we support remote work and associated challenges? The technical group is also looking at ways to standardize the management of various devices taken home.
- A total of 140 faculty (includes both lecturers and tenure track faculty) have completed the co-synchronous teaching program. The program provides participants with the foundation to teach in newer generation classrooms. Additionally, support will be provided to faculty during the transition to Canvas next semester.

- **Student Affairs & Student Services (D. Graham)**

- The committee has met three times and is also using appreciative inquiry as a framework.
- The committee charge has been examined in the context of trends and lessons learned throughout the pandemic, from technology and access to programming connections, that need to be made across campus.
- Services and programming honors areas that need to occur with students in person so relationships are built.
- The committee has done a brief examination of student spaces, such as the Student Union and other space on campus where informal programming occurs, to support students in their development.
- In addition to in-person opportunities to support student development, the committee is working to help students navigate the university, including areas like basic needs.
- It is also being mindful of the need for teaching resiliency as well as some current tendencies (e.g., finishing what they started, how they're managing those decisions, the impact, etc.). Attention is being given to keeping students engaged, making right decisions and helping them to understand cross applicable skills to help them graduate.
- Members are utilizing a presentation/study done by Institutional Research and Jennifer Mersman to drive more informed planning assessment. The presentation also affords feedback from students around services and programming. The presentation will be emailed to steering committee members.
- Committee members will create a framework and provide a rubric (what and how services are being offered and possible hybrid student services) to aid with decision-making at their next meeting.

- **Budget (M. Ahmed)**

- The subcommittee chair spoke to the value of this initiative, specifically every corner of the campus coming together and discussing collectively as well as the opportunity to see how each role plays together in the bigger perspective.
- This subcommittee plays a more service-oriented role related to budget impact. All decisions subcommittees make have a financial impact whether positive or negative.
- Members are waiting for subcommittee recommendations to see how they play out from a financial perspective, which can sometimes be a balancing act. For example, going paperless saves money spent on paper but also requires the purchase of more cloud space. Telecommuting option is a potential utility savings and creates better life balance for employees, but is lost revenue for parking and

- transportation services. Online course options may potentially result in fewer students in the residential program.
 - Costs add up when course sections are added. A collaborative approach is needed. For example, adding a course for the next 10 students is a losing proposition if we don't have a plan to add another 20 students.
 - The campus is making good progress in response to new city regulations, but it costs the university \$1.3 million. Every 100 students we bring in results in \$1 million; for every 100 students that we don't bring in results in a \$1 million loss.
 - The committee is a resource to the other subcommittees and anxiously waiting for their respective plans to materialize so they can be examined from a budget perspective.
- **Timeline and Website (S. McMahan)**
 - The Post-Pandemic Planning website was shared again, including the resource section. Subcommittee chairs were reminded to forward their minutes to Sandy Bennett for posting to further transparency.
 - CSUSB was recognized in the Chronicle's report "Recruiting and Retaining Students" (page 70), ranking No. 5 among colleges with the highest freshman-retention rates where Pell recipient make up at least 50% of undergraduates. The ranking is (pre-COVID) for 2019. Strategic Communications to share with campus community.
 - The Steering Committee will meet again in late January for another progress update.
 - Subcommittees will submit a three-page executive summary in early April. Reports will be compiled and presented to the President. Discussions will occur on what recommendations to take up. The Instruction & Academic Programs subcommittee needs to be very intentional about informing faculty, department chairs, the Faculty Senate and others about any curricular changes we may want to entertain. The executive summaries should also be shared with students to seek their input.
 - In late April, I would like to have a lunch forum where we invite every subcommittee member. Each committee will do a 15-minute share out.

Questions / Comments

- We need students on the SOTE committee, to be handled by Dr. Graham.
- The names of current student representatives listed on each subcommittee will be forwarded to Dr. Graham for verification. New students will be provided, where needed.

Post-Pandemic Steering Committee

Facilities Sub-Committee

Fall Term Update

Friday, October 22, 2021





Sub-committee Charge & Organization

- Committee Charge: Conduct research on post-pandemic trends and change considerations in higher education facility design. Share results with the Steering Committee.
- Four meetings to date
 - Spring 2021 (2)
 - Fall 2021 (2)
- Appreciative Inquiry Model to facilitate Innovation

Discovery Themes

- Campus Landscape & Architecture
- Campus Community
- Student Interactions
- Celebration & Events
- Distraction free work, study and exam spaces



Post Pandemic Trends

- Blended-Learning Models
(Hybrid Campus)
- Space Optimization and Scheduling
- Campus Efficiency *(Reduction in total cost of ownership of physical campus)*
- Workplace Hoteling



Campus Space Data

- Space and Facilities Database and program sqft requirements
- Multi-year Capital Outlay Plan and potential Pandemic impacts
- Repopulation trends
 - Less need for paper storage
 - Reduction in large auditoriums?
 - Greater need for outdoor space
 - Digital Library and Computer Lab Resources





Telecommuting and Physical Space

- Potential impacts of telecommuting decision on physical campus space allocation
 - Reduction in office space allocation on campus
 - Different types of available on campus spaces – e.g. offices to small group work rooms
 - Energy savings
 - Vehicle trips to campus, parking and traffic
- Creation of “Fact Sheet” for telecommuting sub-committee

Next Steps for Facilities Sub-committee

- Review of other sub-committee proposals and potential space impacts
- Review of planned instructional modalities and space implications
- Provide expertise and support for steering committee direction with respect to physical space

thank you!



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