
Formation of the Academic Affairs Budget Advisory Working Group

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Fri, Dec 3, 2021 at 11:33 AM

SONOMA STATE UNIVERSITY

December 3, 2021

TO: Academic Affairs Staff and Faculty

FROM: Dr. Karen Moranski, Provost and Vice President for Academic Affairs
Dr. Lauren Morimoto, Chair of the Faculty

RE: Formation of the Academic Affairs Budget Advisory Working Group

As we approach the end of the Fall 2021 semester we do so with the knowledge that we need to identify ways to address a projected \$15.5M deficit in the campus budget during the 2022-2023 academic year. The Cabinet and the University Budget Office has asked us to plan for a scenario in which half of the deficit, \$7.75 million, must be reduced from the base budget by fall 2022, with the other half of the deficit being resolved with one-time funds. For Academic Affairs, the current estimated base budget reduction is \$5.5M, or 71% of the total base reduction based on the division's share of the marginal cost. At this point, \$5.5M is a starting number that may change for better or worse based on state budget allocations and university enrollment. We are hopeful that the efforts made by Strategic Enrollment will increase tuition revenue through enrollment, thus reducing the deficit.

\$5.5M represents 7% of the 2021-22 Academic Affairs budget. Because of the importance of this budget reduction and because of our shared commitment to the values of collaboration and consultation, Chair Morimoto and I are commissioning a relatively small Academic Affairs Budget Advisory Working Group to study the issue and provide recommendations to me and the Academic Senate to meet this budget challenge. This working group will consist primarily of faculty, with one faculty representative from each school and will also have staff, student, and administrative representation. The Academic Affairs Budget Advisory Working Group will meet bi-weekly and will be co-chaired by Dr. Emily Acosta Lewis, current chair of APARC, and Mike Ogg, Sr. Director of Budget and Planning for Academic Affairs. Participants include the following people:

- Emily Acosta Lewis (Co-Chair and SAH Representative)
- Mike Ogg (Co-Chair and Provost's Office Representative)
- Lauren Morimoto (Chair of Academic Senate and SST Representative)
- Tai Russotti (Administrative Manager, SAH)
- Troi Carleton (Dean and PBAC Representative)
- Faculty Associate Dean Representative
- SBE Faculty Representative

SOE Faculty Representative
SSS Faculty Representative
Library Faculty Representative
AA Staff Representative
Associated Students Representative

We are working with the Academic Senate's Structure and Functions Committee, Staff Council, and Associated Students to find representatives for the as-yet-unnamed positions. The Working Group will begin its discussions immediately, so we will need representatives by December 10, 2021 for a first meeting on December 14, 2021. It is crucial that the group begin work immediately because budget decisions will impact scheduling for summer and fall 2022. If the group decides to meet in January prior to the start of spring semester, the Provost's Office will address compensation issues for faculty.

The Working Group will operate under the following charge:

The Academic Affairs Budget Advisory Working Group shall serve the Provost in an advisory and consultative capacity on matters regarding the amount, structure, and distribution of the budget of Academic Affairs with a clear connection between the Academic Affairs budget and the University's Strategic Plan priorities and core values. The working group will seek to maintain or even enhance SSU's commitment to diversity, equity, inclusion, and social justice and its identity as an Hispanic-Serving Institution. This working group will specifically address the division's budget needs and reduction planning for fiscal year 2022-2023.

The Budget Advisory Working Group will operate under the following principles:

- Budget reductions are real and will affect the whole academic community*
- Student success, retention, and graduation will be the driving force in every decision; beyond this, any cost reduction is on the table for discussion.*
- Faculty and staff make student success happen; budget reduction recommendations must take into account the morale, success, and retention of our employees*
- Innovation, creativity, shared services, shared sacrifice, integration, collaboration, and the common good will form the basis of the recommendations.*

We anticipate work for the group will occur between 12/14/21 and 5/1/22. More information regarding specific meeting dates and membership will be forthcoming. While the Working Group is advisory to the Provost, the process will be highly consultative and collaborative. During the spring semester, the Working Group will find a variety of mechanisms to obtain feedback that will be incorporated into its recommendations.

We will get through this difficult budget time together, and we will be a stronger campus community because of our collaborative efforts and shared decision-making. Thank you for your continued commitment to our students and campus community.

Dr. Karen R. Moranski
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Provost and Vice President of Academic Affairs