Cabinet meeting summary notes

June 19, 2019 to October 30, 2019

October 30, 2019

**Members present**: Paul Fitzgerald, Opinder Bawa, Michael Beseda, Jeff Hamrick, Shirley McGuire, Julie Orio, Ellen Ryder, Peter Wilch

**Members absent and excused:** Charlie Cross, Donna Davis, Don Heller

Cabinet debriefed on most recent and successful Silk speaker event: Charles Schwab’s conversation with Prof. Kimberly Conner drew approximately 500 attendees on Oct. 29 in McLaren.

Fr. Fitzgerald briefed members on early effort initiated by Facebook executives to engage various Bay Area and Silicon Valley communities (particularly tech firms, higher education leaders, and interfaith groups) in discussions around housing, transportation, and climate change. First gathering took place at UC Hastings on Oct. 29 with presidents and chancellors from area higher ed institutions, with a call to engage campus experts in the conversations. [Oped](https://www.mercurynews.com/2019/10/22/opinion-facebook-strategy-to-address-housing-and-transportation/) coauthored by Fr. Fitzgerald was published in San Jose Mercury News on Oct. 23, serving as a call for participation. Fr. Fitzgerald cited USF’s place at the table in these conversations as a way to approach these critical issues from an ethical perspective.

VP Hamrick presented for discussion initial concepts for FY21 tuition, room, board and fee increases, as well as initial concepts for FY21 primary Hilltop undergraduate matriculants targets.

Cabinet discussed several scenarios, with agreement that clearly communicating strategy, vision, and the discernment process is needed in group and individual conversations with students, faculty, and staff. Notification to parents and students has been drafted for distribution and posting in early January.

Cabinet discussed university communication around wildfires and air quality, with a particular emphasis on the status of the USF Santa Rosa location and community members affected by evacuations and power outages.

October 23, 2019

**Members present**: Paul Fitzgerald, Michael Beseda, Charlie Cross, Donna Davis, Jeff Hamrick, Don Heller, Shirley McGuire Julie Orio, Ellen Ryder Peter Wilch.

**Members absent and excused**: Opinder Bawa

Cabinet debriefed events around CelebrateUSF on Oct. 18-20, and Silk Speaker event with Kevin Johnson, Starbucks, on Oct. 16.

VP Hamrick noted that Budget Assist deadlines are Nov. 1 (contractual) and Nov. 15 (base and one-time proposals).

VP Wilch reported that in addition to the Campaign progress at more than $220 million, the university is finalizing verbal commitments for $40 million in other gifts.

October 16, 2019

**Members present**: Paul Fitzgerald, Michael Beseda, Charlie Cross, Donna Davis, Jeff Hamrick, Shirley McGuire, Julie Orio, Ellen Ryder, Peter Wilch

**Members absent and excused**: Opinder Bawa, Don Heller

Discussion introduced by Fr. Fitzgerald around efforts at some universities to eliminate or cut back on serving processed and/or red meat. Cabinet agreed to do more research, including VP Cross’ conversations with Bon Appetit for updated data/background on meat consumption; VP Orio and VP Cross will discuss with Food Committee; and exploration of potential educational opportunities.

Cabinet continued discussion on staff governing body, especially in light of the Oct. 7 VP Forum on shared governance. Senior VP McGuire recommended outlining next conversations (which will continue through the spring) with union representatives and write a ‘green paper’ on the topic of shared governance. As far as next steps, Cabinet recommended campus-wide conversation, plus a call from Fr Fitzgerald to staff to apply.

VP Ryder presented proposed timeline and draft content for FY21 tuition, room, board and fee notification, pending Board of Trustee approval of increase. Plans include presenting more detail around increase and the decision-making process. In seeking input, VP Orio will share draft with student leaders for feedback after Cabinet edits are incorporated.

VP Hamrick reported that University Budget Advisory Council has decided not to study the proposal for a commencement fee. Based on projected expenses, Fr Fitzgerald has determined that a modest increase in overall fees will go toward commencement expenses, along with establishing a fund for students to apply for financial support.

VP Cross presented update on the new dining facility on Lone Mountain, which will include a pub.

October 2, 2019

**Members present**: Paul Fitzgerald, Opinder Bawa, Michael Beseda, Charlie Cross, Donna Davis, Jeff Hamrick, Heller, Shirley McGuire (by phone), Julie Orio, Ellen Ryder, Peter Wilch

David Kirmse (ITS) and Susan Zolezzi (ETS) joined the meeting for a wide-ranging discussion of market research, business opportunities, and potential policy decisions related to professional certificates. Among 16 potential certificates identified by outside marketing consultants were in areas of cybersecurity and management of IT systems design. Challenges include how a new structure would be structured and administered, as well as the access certificate students would have to university services. Exploration will continue, with a final report to be written by VP Hamrick.

Cabinet debriefed on the Fall Board and committee meetings.

VP Hamrick reported on progress regarding staff assembly, including studying models at peer institutions and conversations with USF community members.

September 25, 2019

**Members present:** Paul Fitzgerald, Opinder Bawa, Michael Beseda, Charlie Cross, Donna Davis, Don Heller, Jeff Hamrick, Shirley McGuire, Julie Orio, Ellen Ryder, Peter Wilch,

With guest David Philpott (Employee Relations), Cabinet discussed compensation pools.

Cabinet discussed possible changes to existing system for distributing gross tuition impacts from declining or terminated graduate programs. After cases are brought to the Provost’s Office, Cabinet will review implications. Expectation is that there will be 6-8 cases per year.

Fr. Fitzgerald provided an update on various recent meetings related to fundraising and with the San Francisco Chronicle editorial. VP Wilch reviewed final plans for Celebrate USF and registrations to date for the upcoming Silk Speaker events.

September 18, 2019

Joint meeting with Deans

**Present**: Paul Fitzgerald, Margaret Baker, Opinder Bawa, Michael Beseda, Marcelo Camperi, Tyrone Canon, Jeff Hamrick, Don Heller, Shabnam Koirala-Azad, Shirley McGuire, Charles Moses, Julie Orio, Ellen Ryder

**Absent and excused**: Charlie Cross, Donna Davis, Peter Wilch

Guest Preston Walton, Senior Associate Vice President for Development, briefed the group on the gala campaign dinner on Sept. 27, including event logistics and goals for the evening.

VP Orio presented newly drafted Air Quality/Wildfire policy and protocols, and asked for input from the group. She noted the addition of proactive communications and clear language around campus operating status.

VP Hamrick and VP Beseda presented the final post-census data and an initial look at FY21 enrollment plans.

Group discussed the upcoming Climate Strike and policies regarding holding/canceling classes.

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September 4, 2019

Meeting canceled

August 28, 2019

**Members present:** Paul Fitzgerald, Opinder Bawa, Charlie Cross, Donna Davis, Jeff Hamrick, Don Heller, Shirley McGuire, Julie Orio, Ellen Ryder (phone), Peter Wilch

**Members absent and excused**: Michael Beseda

VP Hamrick presented initial ideas around moving forward with a process to launch the university’s new staff assembly.

Fr. Fitzgerald outlined plans and timing for his sabbatical.

Provost Heller and VP Hamrick discussed possible paths forward with absorbing costs related to closing graduate programs.

August 21, 2019

**Members Present:** Shirley McGuire, Jeff Hamrick, David Kirmse (for Opinder Bawa), Charles Cross, Paul Fitzgerald, Michael Beseda, Peter Wilch, and Donna Davis.

**Members Absent and Excused:** Donald E. Heller, Opinder Bawa, Ellen Ryder, and Julie Orio.

President Fitzgerald opened the meeting by giving a brief review of the Board of Trustees’ Executive Committee meeting from the prior day. Matters discussed at this meeting included: the settlement of certain legal matters; that two members of the Board of Trustees are stepping away from their roles; and changes to the fall agenda of the Board of Trustees meeting.

Fr. Fitzgerald then reviewed opening convocation and the start of the academic year. There seemed to be many happy parents and the move-in went well. David Kirmse gave a report on the IT helpdesks located at each residence hall – 70% of IT issues were handled at point of first contact. There were no major reports of wireless drops. After-the-fact surveys suggested that students were happier with their IT support during the move-in experience.

Fr. Fitzgerald then reminded the group of the forthcoming vice president / vice provost forum with Shirley McGuire and Anatasia Vrachnos (international experiences).

VP Beseda discussed planning efforts to make sure that prospective student visits and tours go smoothly in light of all the construction on campus.

VP Wilch discussed some forthcoming personnel changes in the Office of Development, as well as efforts to move forward fundraising efforts for Harney.

VP Hamrick reviewed a number of projects he is working on, including policy promulgation, the launch of UBAC, course scheduling matters with the deans, etc.

VP McGuire briefly reviewed forthcoming efforts to launch an annual graduate program review process, as well as developments in the Office of Contracts and Grants. She also outlined ongoing work to develop a plan to improve alumni data.

Donna Davis briefly discussed the challenge of employee turnover, as well as mental health issues and resilience issues among the university’s student population.

David Kirmse mentioned that ITS is in the process of updating its 5-year WIGs for the Board of Trustees, upgrades to the student portal, teaching our faculty to use active learning classrooms, security-related work, etc.

VP Cross gave an update on the annual visit by the external auditors, event management and guest services, athletics, and various construction projects.

August 7, 2019

**Members present**: Paul Fitzgerald, Opinder Bawa, Michael Beseda, Charlie Cross, Donna Davis, Jeff Hamrick, Don Heller, Shirley McGuire, Ellen Ryder, Peter Wilch

**Members absent and excused**: Julie Orio

Fr. Fitzgerald gave a brief update on the Sept. 27 campaign dinner.

VP Hamrick reviewed the process of building the University Budget Advisory Council (UBAC), and discussed the participation of Cabinet members in the schedule of meetings.

July 31, 2019

**Members present**: Paul Fitzgerald, Opinder Bawa, Michael Beseda, Charlie Cross, Donna Davis, Jeff Hamrick, Shirley McGuire, Julie Orio, Ellen Ryder

**Members absent and excused**: Don Heller, Peter Wilch

VP Ryder reviewed the final outline and content of the President’s Convocation on Aug. 15.

VP Hamrick reviewed the prospective FY20 budget development timeline and discussion of role of UBAC

VP Hamrick requested a pause in the formation of new centers and institutes

VP Beseda and VP Orio led a discussion related to the decision to rescind grad fee and graduation filing deadline

July 24, 2019

Meeting cancelled

July 17, 2019

**Members present:** Opinder Bawa, Charlie Cross, Donna Davis, Jeff Hamrick, Don Heller, Shirley McGuire, Julie Orio, Ellen Ryder,

**Members absent and excused:** Michael Beseda, Peter Wilch

Provost Heller, VP Orio, and VP Hamrick led follow-up discussion around implementing a graduation fee and possible upgrades to events. For students graduating in May, such a fee would need to be on December bills, which would necessitate communication beginning in November. VP Orio is working on a report on expenses associated with separate graduation events around campus. Cabinet determined that fee would be deferred until detail is available from fall census.

Cabinet discussed university’s telecommuting policy, which is being miscommunicated in some areas – particularly around reimbursement (e.g., USF does not pay for internet access and home utilities). Based on draft memo from Provost Heller, General Counsel will review and Human Resources will update policy and circulate to Cabinet.

VP Hamrick provided an updated enrollment forecast, including the balance of an overage in international students managing the underage of first-time/first-year domestic students (which also affected the discount rate). Discussion of evaluating each graduate program, and the need to obtain better data on alumni (job placement) as well as perceptions/satisfaction of alumni. Salesforce is currently not capturing data on alumni and questions were raised about how to integrate Linked In with Salesforce.,

Satisfaction / professional review

VP Orio provided a housing update, with details on the revenue gap, yield rate, status of wait list, reduction of triples and housing of transfer students.

July 10, 2019

**Members present:** Fr. Fitzgerald, Opinder Bawa, Charlie Cross, Donna Davis (on phone), Jeff Hamrick, Ellen Ryder, Peter Wilch

**Members absent and excused:** Michael Beseda, Don Heller, Shirley McGuire, Julie Orio

VP Cross presented information on the residence hall construction timing, and VP Ryder discussed need for coordinated messaging around the delay, involving campus message, updates to website and SEM publications, etc. VP Cross and AVP London will assist with talking points for all audiences.

Cabinet discussed progress on developing plans for Harney project and accompanying budget and prioritization, especially as related to lab space. Meeting schedules with Development, Provost, Facilities, and College of Arts and Sciences were mapped out, and determination that budget must include categories and range of costs.

July 3, 2019

Meeting canceled

June 26, 2019

**Members present:** Paul Fitzgerald, Opinder Bawa, Michael Beseda, Charlie Cross, Shirley McGuire, Ellen Ryder, Peter Wilch

**Members absent and excused**: Donna Davis, Don Heller, Jeff Hamrick, Julie Orio

VP Ryder led lengthy discussion of initial outline of the content for the University Convocation. Cabinet members discussed need to clearly articulate vision for president’s next term, the distinction of USF’s outcomes, and graduation success; the challenging forces facing higher education today; and – even in the face of turbulence in the market -- USF’s specific achievements in the past five years. Objective measures – such as Moody’s ranking – can be powerful talking point.

June 19, 2019

**Members present:** Paul Fitzgerald, Opinder Bawa, Michael Beseda, Charlie Cross, Donna Davis, Don Heller, Shirley McGuire, Ellen Ryder, Peter Wilch,

**Members absent and excused:** Julie Orio, Jeff Hamrick

Fr. Fitzgerald announced that going forward, Leadership Team meetings will begin with a “mission moment,” with a team member leading the group in an exercise or storytelling. Erin Brigham will coordinate.

Fall VP Forums were discussed, including scheduling sessions on Title IX, sustainability, shared governance. and global initiatives.

Fr. Fitzgerald asked Cabinet members to share wins and worries:

* VP Bawa updated group on security upgrades and progress with implementing Jabber units,
* VP Beseda briefed Cabinet on search for financial aid director.
* VP Wilch provided progress report on Campaign, including Harney budget and record-setting year in cash,
* Provost Heller updated group on search for SOM dean. Tyrone Canon will lead the search committee.