



MEMORANDUM

DATE: May 24, 2013

TO: Karen S. Haynes
President

FROM: Graham Oberem 
Co-Chair, University Budget Committee
Interim Provost and VPAA

Linda Hawk 
Co-Chair, University Budget Committee
CFO and VPFAS

SUBJECT: University Budget Committee's Recommendation of FY 2013-14 Reinvestment Priorities

On April 19, as part of the University Budget Committee's charge for this year, the committee invited division representatives to share their reinvestment priorities for FY 2013-14, aligned to the University's strategic plan, budgeting principles, dollar value, divisional reinvestment priority and impact statements.

To frame our thinking around these reinvestment priorities, the budget planning for next year is based upon the following assumptions:

- The Governor's January budget allocations to the CSU and subsequent allocations to CSUSM will hold through the legislative process.
- There will be no increase in the State University Tuition Fee.
- Our campus's resident enrollment target is 7741 FTEs and will be exceeded by 5%, which is not subject to penalty.
- The campus will operate within a balanced budget, utilizing an all funds budgeting approach.
- Since the outcome of the Academic Excellence and Student Success is still unknown, this potential source of revenue was not factored into the evaluation process.

The President's budgeting principles focus on two central themes:

- We will continue to serve as many students as we can within our budget and without sacrificing quality.
- We will balance the need to address the budgetary challenges with the commitment to continue to build for the future.

After the presentations, each voting member of the UBC was asked to individually rank each reinvestment priority into a high, medium or low category. After tallying up the scores, a factorial analysis was done in order to give a more accurate portrayal based on the weight of each high, medium and low score. The results of that exercise are attached for your review and consideration. Since there were several priorities that fell into the medium category, it was further broken down into medium high and medium low.

During the deliberation process, UBC members shared the following thoughts, insights and perspectives:

- Given that the funding available for strategic reinvestment is limited at this time (estimated to be approximately \$1.6M), UBC members ranked priorities based upon what they felt is more critical to address now. It was generally agreed that many of the reinvestment priorities brought forth by the divisions are important, though clear demarcations can be seen between those items ranked as "high" and those falling into the "low" category.
- Many of the items ranked as high could be funded with the Academic Excellence and Student Success fee, if recommended by SFAC and approved by the President and the Chancellor.
- Several UBC members expressed concerns about priorities that were ranked in both the medium or low categories and the potential impact of little to no reinvestment funding. These included Library electronic resources, support for athletics to transition to NCAA, strengthening financial reporting and internal controls, and funding to sustain current services in Financial Aid, transcript evaluation, and services to prospective students. This is evidence of the UBC's thoughtful consideration of the many competing reinvestment priorities that came forward from the divisions.

As part of this exercise, the UBC reviewed the mandates on the Multi-Year Budget Model (MYBM) through presentations given by campus colleagues who oversee the various functions and approved the following allocations that are currently on the MYBM:

Ongoing allocations:

- Benefits pool augmentation \$2,900,000
- Compensation increases \$200,000 (Units 3 and 4, as per the CBA)

One time allocations:

- CMS Computer System \$2,010,000
- Technology Refresh Program \$1,503,000

The UBC approved adding ADA Compliance to the MYBM for one time funding in the amount of \$170,262 for FY 2013-14, which also includes covering a potential deficit of \$91,659. This activity will be evaluated on an annual basis based upon need and any surplus balances that could be rolled forward to offset any future requests.

Karen S. Haynes

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During the UBC discussion, the funding of plant maintenance and classroom furniture replacement/repair was discussed and deferred so the members could get a holistic sense of what would be coming forward in reinvestment priorities. However, there was general consensus for ongoing funding for both of these, although no consensus was reached about a dollar amount. Deferred maintenance for our campus is \$6M and as our facilities age, preventative and curative maintenance requirements are increasing and becoming critical. Since classroom furniture is purchased with one time Group II funds, there needs to be a central pool of funds to upgrade furniture that is in many cases 15+ years old, particularly in Academic Hall, Science Hall 1 and University Hall.

GO-LH/mab

Attachment

cc: University Budget Committee

Staci Beavers, Chair, BLP

Tina Bell, Dir. of Advancement Operations, UA

Vivienne Bennett, Vice Chair, Academic Senate

Bridget Blanshan, AVP for Student Development Services

Matt Ceppi, COS and AVP for IPA

Scott Gross, AVP-CE

Linda Hawk, Co-Chair, UBC and CFO & VPFAS

Mary Hinchman, AVP-BFS

Sharon Lightner, Dean, CoBA

Graham Oberem, Co-Chair, UBC and Interim Provost/VPAA

Katy Rees, AVP-FASA

Liz Rojas, Director, University Budget Office

Lisa Skola, Business Support, SHCS

Jackie Trischman, Chair, Academic Senate

Bill Ward, Associate Dean, IITS

Matt Walsh, President, ASI

University Budget Committee
 FY 2013/14 Funding Priorities
 Tally of Members' Rankings and Overall Ranking

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Row numbers for reference only.

	A	C	D	E	F	G	H	I	J
2	Dollar Value Key: \$ = up to \$50K; \$\$ = over \$50K up to \$150K; \$\$\$ = over \$150K and up to \$500K; \$\$\$\$ = over \$500K								
3	Ref. #	FY 2013/14 Funding Priorities	Base Dollar Value \$ - \$\$\$\$	One-Time Dollar Value \$ - \$\$\$\$	UBC Member's Priority				UBC Member's Overall Rating
4					High	Medium High	Low		
5						Medium Low			
6	35	Bottleneck courses and Student Access / Time-to-Graduation	\$\$\$	\$\$\$	8	1	0	43	High
7	22	Provide a safe and secure campus community - maintain our 24/7/365 operational staffing standards.	\$\$\$		7	1	1	39	High
8	17	Expansion of services to veterans and active duty personnel	\$\$		6	3	0	39	High
9	32	TT Faculty Hires (including some infrastructure, \$20K/hire for "start-up" expenses, etc.)	\$\$\$\$	\$\$\$	6	3	0	39	High
10	33	Accreditation & Assessment (CoBA, SOE, SoN, Chemistry, etc.)	\$\$	\$	5	3	1	35	High
11	14	Career Counseling, Academic and Student Organization Advisement	\$\$\$		4	5	0	35	High
12	16	Career support and advising	\$\$\$		4	4	1	33	High
13	21	Learning Centers Funding		\$\$\$	4	4	1	33	High
14	1	Support for Grants and faculty research data needs for proposal development and evaluation	\$		3	6	0	33	High
15	6	Engagement Scholarship <i>(creating mutually beneficial partnerships with community-based</i>	\$\$		3	5	1	31	Med High
16	15	Financial Aid, Transcript Evaluation, and prospective student services	\$\$\$		3	5	1	31	Med High
17	26	Strengthen mandated financial reporting and internal controls.	\$\$		5	1	3	31	Med High
18	34	Library electronic resources (subscriptions and databases)	\$\$\$	\$\$	2	6	1	29	Med High
19	3	University Professional Development Grants	\$\$		2	5	2	27	Med High
20	24	Deliver instructional support and lab safety; protect campus resources and meet regulatory requirements.	\$\$		2	5	2	27	Med High
21	4	Co-Curricular Funding	\$		3	3	3	27	Med High
22	9	University Marketing & Graphic Support	\$\$		4	1	4	27	Med High
23	2	Support for Athletics Transition to NCAA		\$\$ (2 yrs)	4	3	2	31	Med Low
24	20	Academic Support Services for Traditionally Underserved Student Populations and Co-curricular Educational Programs to Support Civility		\$\$	4	3	2	31	Med Low
25	12	University Call Center and Support	\$\$	\$\$	5	1	3	31	Med Low
26	25	Perform a comprehensive assessment of the condition of campus facilities.		\$\$	5	1	3	31	Med Low
27	7	The Alliance <i>(the project to provide support to the 6 CSUSM Guaranteed Admission</i>	\$		3	4	2	29	Med Low
28	18	Case Manager to ensure intervention with students of concern	\$\$		4	2	3	29	Med Low
29	38	Graduate Program Viability – scholarship, graduate program TAs, coordinators, etc.	\$		2	5	2	27	Med Low
30	27	Strengthen our capabilities related to Threat Assessment Investigations and our ability to respond to a violent encounter such as	\$		3	3	3	27	Med Low
31	36	Professional Development (21st century learner, flipped classroom, etc.)		\$	3	3	3	27	Med Low
32	19	Learning Assistance expansion to meet current demand; Co-curricular programming to be implemented per the co-curricular education		\$\$	3	2	4	25	Low

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33	5	Diversity and Educational Equity	\$		2	4	3	25	Low
34	13	Marketing Communications Internship Program	\$	\$	2	4	3	25	Low
35	37	Salary compression & equity for faculty and staff	\$\$\$		1	6	2	25	Low
36	23	Utilize expertise in specialized areas to address compliance, safety, and investigations requirements.	\$\$	\$	1	5	3	23	Low
37	8	Paid Student Internships <i>(internships within the Division of Community Engagement)</i>	\$		3	0	6	21	Low
38	30	Increase reliability and longevity of UPD's radio communications.		\$\$	2	2	5	21	Low
39	10	Campaign marketing materials and promotion	\$\$	\$\$	1	4	4	21	Low
40	11	25th Anniversary		\$\$	2	1	6	19	Low
41	28	Support campus requests for daily maintenance and facilities-related emergencies.	\$\$		0	5	4	19	Low
42	39	International Programs, Globalization and Diversity		\$	1	2	6	17	Low
43	29	Enhance service levels and decrease wait times at Cashiers	\$		0	4	5	17	Low
44	31	Continue providing on campus professional development opportunities.	\$		0	3	6	15	Low