



Channel Islands

CALIFORNIA STATE UNIVERSITY

## OFFICE OF THE PRESIDENT

2017/2018 Budget Request

<b>Office of the President</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Total</b>
New Benefitted Position	2.00	-	2.00
Increase in revenue			
Salaries & Wages	135,930	-	135,930
Salary Adjustments			-
Operating & Maintenance	18,447	50,000	68,447
<b>TOTAL GENERAL OPERATING REQUEST</b>	<b>154,377</b>	<b>50,000</b>	<b>204,377</b>





Channel Islands  
CALIFORNIA STATE UNIVERSITY

## OFFICE OF THE PRESIDENT

### FY 17-18 BUDGET SUPPLEMENTAL QUESTIONS

#### ***1. Strategic Planning and Reporting***

##### **Office of the President**

The Office of the President (OP) supports the President in her responsibilities to further the Mission of California State University Channel Islands and to provide exemplary service for our students by fostering community partnerships and leveraging collaborative resources. The OP takes seriously its mission to steward the University's Mission and Strategic Goals. The progress/accomplishment of our internal strategic initiatives is assessed at the beginning of each semester and campus compliance is analyzed through the running of regular reports.

In support and alignment of the University's strategic direction, the OP reassigned three positions with two being moved to the Provost office and one to Communication and Marketing (C&M). The Provost Office reassignments strengthened the academic enterprise with specific focus on our regional education pipelines. The C&M reassignment strengthened the priority for a unified university message and branding. These reassignments also support our campus' efforts in meeting the CSU 2025 Graduation Initiative, which aims to increase graduation rates and decrease equity gaps.

The work of Community & Government Relations (C&GR) supports the University Mission and strategic priorities by fostering relationships that develop into partnerships and community engagement opportunities. C&GR actively seeks partnerships that result in funding and resource allocations for the University. C&GR is responsible for advocacy on behalf of the University and CSU System. The progress of external relations is assessed through the Campus Matrix Tool, which is reviewed monthly and submitted semi-annually to the Chancellor's Office. Advocacy efforts are focused on educational and relevant legislative, which support both CI and the CSU system. These efforts keep the University and student's needs in the forefront of State Legislators and Congressional Representatives as higher education budgets and other funding sources are determined. Without proper funding, student success is prolonged or diminished. C&GR's outreach efforts include the strengthening of regional collaborations with the k-12 school districts and community colleges, as well as business and community organizations with the aim of promoting student success.

For FY 17-18, the Office of the President will not be requesting additional base budget and will absorb annual increases in expenses, such as memberships, by reallocating the existing base budget within the department.

Please find below the Office of the President Mission Statement, Vision Statement, Values and Strategic Initiatives. Alignment with the University’s Strategic Priorities and CSU 2025 Graduation Initiative is highlighted within the OP Strategic Initiative’s table. Please note this table includes all of the OP, including C&GR and IRPE.

**MISSION STATEMENT**

As stewards of the CI Mission, the Office of the President contributes to the exceptional educational experience for all students and supports the President through a high level of service and collaboration within and beyond the campus for all community members.

**VISION STATEMENT**

The Office of the President is known for its exceptional service, innovative practices and facilitating solutions for a diverse community.

**VALUES**

Professional Growth, Optimism, Inclusiveness, Service and Excellence.

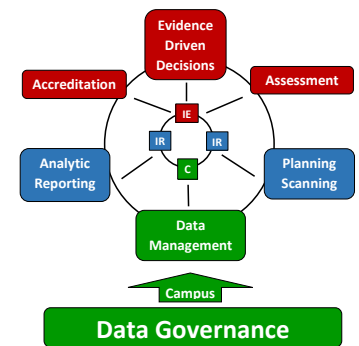
<b>Office of the President</b>		
<b>Strategic Initiatives</b>	<b>CSU Channel Islands Strategic Priorities</b>	<b>CSU 2025 Graduation Initiative</b>
Ensure compliance of local, CSU, state, and federal requirements, rules, regulations governing higher education institutions.	3D	1, 2, 3, 4, 5
Take an active role in the creation of the ideal campus culture.	2A, 3D	
The Office of the President serves as a model of CI’s commitment to excellence by providing a service oriented, professional and confidential environment which services the campus community and the public.	2A	
Support and expand external relations.	3C, 3D	1, 2, 3, 4, 5
Lead the campus in creating a culture of assessment, evidence-based decision-making and the responsible use of data.	3A, 3B, 3D	1, 2, 3, 4, 5
Support the President in her vision, goals and values.	3, 3C, 3D	

## Institutional Research, Planning and Effectiveness

Institutional Research, Planning and Effectiveness (IRPE) is nearing the completion of its third year with a revised strategic plan. The department began as the Institutional Effectiveness Office, focused narrowly on “developing, enhancing, and maintaining information to support the strategic plan, to measure improvement, and exhibit accountability in the academic enterprise.” This mission was predicated, however, upon the existence of a data governance infrastructure, an Institutional Research office to produce reliable institutional data, and a related set of business processes for managing and accessing such data. With the hire of the new director, it became clear that these prerequisites did not exist. Moreover, there were no archived institutional data of any sort upon which to develop effectiveness studies. In response, the office reorganized as “Institutional Research, Planning and Effectiveness” and revised its strategic plan to build a more comprehensive and mature institutional data infrastructure.

Figure 1 depicts a model of the top six primary tasks for a mature institutional data infrastructure and the university offices generally responsible for managing those tasks. IRPE’s revised strategic plan flows from each of these, as discussed below. The outer circle denotes the function; the inner circle denotes the responsible office. There is a prerequisite order to the circle, which flows from bottom to top. IRPE began as the office of Institutional Effectiveness, which is located at the top (red). The additional responsibilities that IRPE has taken on are reflected in the functions that fall below this and that are generally managed by Institutional Research (IR) offices, Information Technology (IT) offices, and other campus partners responsible for data governance.

**Figure 1: Mature Institutional Data Infrastructure**



Adapted from Posey & Pitter (2012), p. 4

*Data governance* is foundational, as no other function can be accomplished without it. It refers to the policies, roles and responsibilities that govern the management and use of institutional data. This is a campus wide responsibility that usually takes the form of an institutional data governance council with representation from all units that employ data custodians or stewards. *Data management* refers to the enactment of the policies, roles and responsibilities as developed by the governance council. It involves the extraction, definition, transformation and centralization of institutional data that ultimately flow into an IR office for reporting and analytics. IRPE is advancing these efforts for our campus. Via grant funding, IRPE hired iData Consulting to advise CI on the creation of our inaugural data governance infrastructure, which includes a governance council, a process to codify campus definitions, and a set of policies to guide institutional data needs as we grow. IRPE also contributed a significant portion of its 2015 rollover budget (\$45,000) to assist T&C in purchasing Blackboard Analytics, which serves both as the IR data warehouse and as the source of campus wide access to official university data. Additionally, IRPE purchased SAS,

Tableau and other state-of-the-art technology to both integrate data and their access across platforms and to vet and to analyze those data once accessed.

As Figure 1 depicts, once effective data governance is established and the related institutional data infrastructure and business processes for extraction are in place, raw/transactional data are captured and transmitted into an *Institutional Research* office for transformation into standardized campus “institutional data” as defined by university, state and federal policy. IR offices archive and draw upon these data to respond to mandated reporting and university planning needs that require basic statistics summarizing enrollment and profiling student, faculty, staff and classroom populations according to certified definitions. The new IRPE office has: centralized all standardized reporting data; aligned CI reporting definitions with CSU, state and federal policies; benchmarked basic campus metrics for comparison with similarly situated universities (“scanning”); implemented a formal data request process to assist with tracking and responsiveness; and, as campus data become reliable, IRPE provides University statistics to divisions and programs and posts key University analytics and benchmark studies on the IRPE website. Lastly, in collaboration with T&C and Enrollment, IRPE is creating a data warehouse (via Blackboard Analytics) and has begun the foundations of a data cookbook to standardize campus wide use of data and definitions.

*Institutional Effectiveness* offices are responsible for the systematic, integrated and ongoing process of evaluating data and information that provide evidence to demonstrate that the university is achieving its mission and goals. IE offices conduct advanced analytical studies, support campus wide assessment, accreditation, program evaluation, grant analytics, and student success efforts. Each division manages its own accreditation, assessment and evaluation plans, telling us how well it is achieving divisional goals. IE offices coordinate accreditation, assessment and evaluation efforts across all divisions, telling us how well the campus is doing as a whole. IE offices draw upon IR data to design analytic studies and to develop key performance indicators and other measures of success to improve continually campus policy and practices and to support performance-based funding. But for this to be so, there first must exist a comprehensive data governance infrastructure, reliable data management, and standardized, warehoused and accessible institutional data upon which to build effectiveness efforts. While building-out these foundations, IRPE has simultaneously created and delivered planning, evaluation, assessment and evaluation templates and processes in preparation for reliable University data. As data have become available, IRPE has delivered not only basic descriptive statistics, but comprehensive analytics to support HSI and other grants, alumni outcomes, enrollment trends and forecasts, academic program review, assessment of student learning outcomes, the Student Success Initiative, the 2025 Graduation Initiative and other analytic studies mandated by the CO and federal regulatory bodies.

IRPE’s first year involved self-assessment, planning and triage. Its second year involved implementing initial solutions to move CI toward a mature institutional data infrastructure. And its third year involved focusing on revised strategic priorities: 1) establish institutional data governance structures and policies, 2) ensure accurate and reliable institutional data management, 3) build-out institutional research data and reporting, and 4) provide evidence-driven analytics that support the strategic plan, the assessment and accreditation needs of programs and divisions, and student success. Progress towards these objectives is outlined in the table below.

<b>Institutional Research, Planning &amp; Effectiveness</b>		
<b>Strategic Initiatives</b>	<b>CSU Channel Islands Strategic Priorities</b>	<b>CSU 2025 Graduation Initiative</b>
Establish institutional data governance structures and policies.	3A, 3B, 3C, 3D	1, 2, 3, 4, 5
Ensure accurate and reliable institutional data (IR data management).	3A, 3B, 3C, 3D	1, 2, 3, 4, 5
Create accessible and transparent institutional data access for internal and external audiences (IR data access and reporting).	1A, 1C, 3A, 3B, 3D	1, 2, 3, 4, 5
Provide analytical studies that support the Strategic Plan of the University, the evaluation, assessment and accreditation needs of programs and divisions and student success.	1A, 1C, 2A, 3A, 3B, 3D	1, 2, 3, 4, 5

**2. New Funding Requests**

**Office of the President**

*New Funding:* At this time, the Office of the President will be requesting new growth funds only for Institutional Research, Planning and Effectiveness. The major budget challenge that the Office of the President (OP) could potentially face is the uncertainty of the needs of the new President, such as staffing and operational costs possibly including travel, business meals and hospitality, above our estimated budget projections.

*Potential Risks:* The OP assumes much risk for the University concerning multiple areas that affect the reputation and accountability of the University as a whole. Adherence to policies, regulations, and reporting deadlines are, ultimately, the responsibility of the President who relies on staff and administration within the OP and throughout the University to ensure compliance and to maintain a standard of excellence. OP serves as a check and balance in this area in collaboration with colleagues across campus. OP also serves as a front line for students, faculty, staff, community members, donors, government officials, etc. as they develop their impressions of and relationship with the University. The OP facilitates positive experiences and collaborative relationships with visitors, including dignitaries, community members and government officials from local, national and international offices. This relational work is in support of advocacy and partnerships for the benefit of the student body. Cultivating a reputation of innovation and excellence, having strong, collaborative relationships with community partners, and effectively delivering the needs of the University and the CSU system to legislators are essential to the growth and development of programs and services for our students.

**Institutional Research, Planning and Effectiveness**

*New Funding:* The funds requested for FY 17-18 support the re-envisioning of IRPE to include both Institutional Research and Institutional Effectiveness functions, which will allow the department to meet the most immediate and critical needs of the University as a whole, including: data governance; the

development, standardization and warehousing of institutional research data; the assessment, evaluation and accreditation needs of divisions and programs; the support of our HSI status and related grant funding; and more. This request is vital to all three strategic priorities: critical to Student Success, critical to Educational Quality, and critical to Realizing our Future via infrastructure-building, leveraging technology, stewarding resources, and to the growing need of our University to have accurate and accessible data to support strategic planning, decision-making, accountability and increased reporting requirements, including all six of the mandated Trustee Initiatives and related budget focused on improving student success outcomes, especially the demanding 2025 Graduation Initiative.

To accommodate the data governance and Institutional Research responsibilities of the expanded IRPE office, the office respectfully requests two permanent research analysts specific to these new duties. The total salary for the two positions is \$149,000. However, IRPE will reallocate \$13,070 from previously budgeted student worker salary to lower this request to \$135,930. IRPE also requests a permanent increase of \$18,447 in operating costs. These are the minimum costs associated with the increase in staff, training (PeopleSoft, Blackboard, Pyramid, etc.), computers, software licensing (SAS, Tableau, etc.), attending mandated CSU IR training and more. Note that IRPE has already reallocated \$20,400 from FY 15-16 to pre-purchase office furniture, technology and supplies needed for the new employees in anticipation of new staffing. Lastly, IRPE requests a one-time operating allocation of \$50,000 to support consultation, implementation, IRPE and campus wide training for the data governance infrastructure, the data cookbook (standardized and published data definitions), the data warehouse (Blackboard Analytics) and the development of IR data archives. This will include attending training specific to Tableau dashboard development

The Data Manager and Institutional Research Analyst position (Associate, Academic & Institutional Studies II) is essential to developing and maintaining the Institutional Research function, designing IR data files, the IRPE data components of the campus wide warehouse, the common data set and other databases used for all IRPE functions. This position will also author standard SAS and related programming codes needed to integrate databases across platforms, will coordinate CSU Chancellor Office data extraction and reporting mandates, will design data tables behind HSI grant analytics, program review, accreditation, interactive analytic dashboards and other key IR-related analytical studies. IRPE requests \$67,930 of the total \$81,000 in salary for this position. \$13,070 will be reallocated from the Student Assistant salary line.

The Research Analyst position (Research Technician III) augments the statistical and research methodological capacity of IRPE. This specialist directly supports the data development, methodology and analytics behind the 2025 Graduation Initiative and the HSI, STEM and other administrative grant needs. Additionally, the Research Analysts will develop interactive dashboards reporting standard University statistics, including enrollment, financial aid and faculty workload analytics and other academic planning studies. As needed, the Research Analyst will support other IRPE projects, such as campus surveys, program evaluation, student success metrics, academic program review, student learning outcomes, and accreditation. IRPE requests \$68,000 for salary to fund this position.

In collaboration with T&I and Enrollment Services, IRPE has undertaken several campus wide initiatives to standardize, warehouse and make accessible official institutional data. Via grant funding and reallocation of existing resources, we have purchased a data warehouse that will serve as the repository of all official institutional data. It will also serve as an easy-access report and dashboard builder for internal campus, operational, divisional and program needs. Via competitive CSU funding (\$106,000), we also secured iData Consulting to assist with building a data governance infrastructure that includes the development of a data governance council, standardizing campus definitions (cookbook), reorganizing business

processes, centralizing data management, rebuilding the request process and more. The process of initially building, governing, managing, standardizing and warehousing institutional data is labor intensive. Each line of data in the many thousands of tables in PeopleSoft have to be vetted before they are translated into the data warehouse. This requires technical skills that span both Oracle/PeopleSoft and Blackboard Analytics. This combination of skills do not reside in any one individual on our campus. Hence, we need training in the form of onsite consultants/trainers and offsite workshops. CSU Stanislaus completed similar initiatives and training about six years ago for their data governance and warehouse launch. The fees associated with the consultant they used for staff training totaled \$73,000, which did not include external training. Hence, IRPE requests \$50,000 in one-time operational funds to support this process and any unforeseen expenses that may arise during this infrastructure-building effort.

	<b>FY 16-17</b>	<b>FY 17-18 Proposed</b>	<b>FY 17-18 Increase</b>
Salaries	\$304,556	\$440,486	\$135,930
Operating	\$48,174	\$66,621	\$18,447
<b>Total</b>	<b>\$352,730</b>	<b>\$507,107</b>	<b>\$154,377</b>
One-Time	-	\$50,000	\$50,000

To summarize, the total new permanent money requested for FY 17-18 is \$154,377, which supports the hire of two staff and the associated operational costs to accommodate expanded IRPE duties. Additionally, IRPE requests a one-time operating allocation of \$50,000 to support the implementation of and the consultation and campus wide training for the data governance infrastructure, the data cookbook (standardized and published data definitions), the data warehouse and the development of IR data archives. Lastly, IRPE will reallocate \$13,070 in salary formerly budgeted for student workers to offset new analyst salaries. Recall that IRPE already reallocated \$20,400 from FY 15-16 to pre-purchase office furniture and as much technology and supplies as possible to offset the new operating budget; IRPE reallocated \$45,000 FY 15-16 to assist with the purchase of the data warehouse; and IRPE secured a \$106,000 grant to independently fund the first phase of the data governance initiative.

*Potential Risks:* Concerning risk, IRPE has taken a leading role in supporting the University through ensuring accurate and consistent data, providing a means for accessible data for both campus and external constituents, and initiating and maintaining a proactive approach to developing appropriate metrics and analytics to support the University strategic plan, initiatives, and resource allocation. Additionally we support CSU mandated reporting and analytics, including those behind the 2025 Graduation Initiative. Out of necessity, we have assumed the responsibilities traditionally managed by an office of Institutional Research, most specifically data governance, standardization, warehousing, accessibility and reporting. With only two analysts, we are working beyond our capacity to keep up with building the department while maintaining key reporting and campus project deadlines. IRPE staff amassed more than 35 comp days in lieu of overtime in 2015, and nearly that again in 2016, and this is in addition to hiring two part-time temporary analysts to assist with HSI grant analytics. This is an unsustainable pace that risks, at the very least, staff burnout.

A review of CSU Institutional Research/Effectiveness offices indicated most operated with at least four analysts. Conversations with CSU IR/IE leads indicated that in most cases, regardless of enrollment size, this level of staffing is required to operate an office that can supply both CSU and other reporting needs and analytic studies for decision-making. As discussed throughout this document, IRPE does much more than this while simultaneously building the office. With our expanded role, our data request queue is ever increasing as is the complexity of both data and analytic requests. We are rapidly reaching the limits



of our capacity to respond in a reasonable amount of time. This puts the University at risk of reporting errors and missed deadlines across mandated analytical reports, program reviews, assessment of student learning outcomes, accreditation studies, our status as an HSI, and our ability to measure and improve student success. Indeed, the extremely short HSI grant timelines require IRPE to put all projects on hold for months at a time just to extract and analyze data for grant submissions and renewals. Due to their complexity and in the absence of a completed warehouse, data extraction alone for a single HSI grant averages 42 labor hours, and this does not include data cleanup and analysis. IRPE manages 20 to 30 HSI grant analyses each season. Moreover, as campus FTE's continues to grow, this pace will only increase with new grant development and data/analytic needs across divisions and programs. The new staff and training will directly augment our ability to overcome these obstacles. Without new IRPE analysts and the training needed to complete the data governance and warehouse implementation, IRPE will have to reduce its commitment to campus.

### **3. *Space Needs***

#### **Office of the President**

At this time, the Department of the Office of the President has the space necessary within the President's suite to support staffing needs for the foreseeable future. However, IRPE has significant additional space needs as described below.

#### **Institutional Research, Planning and Effectiveness**

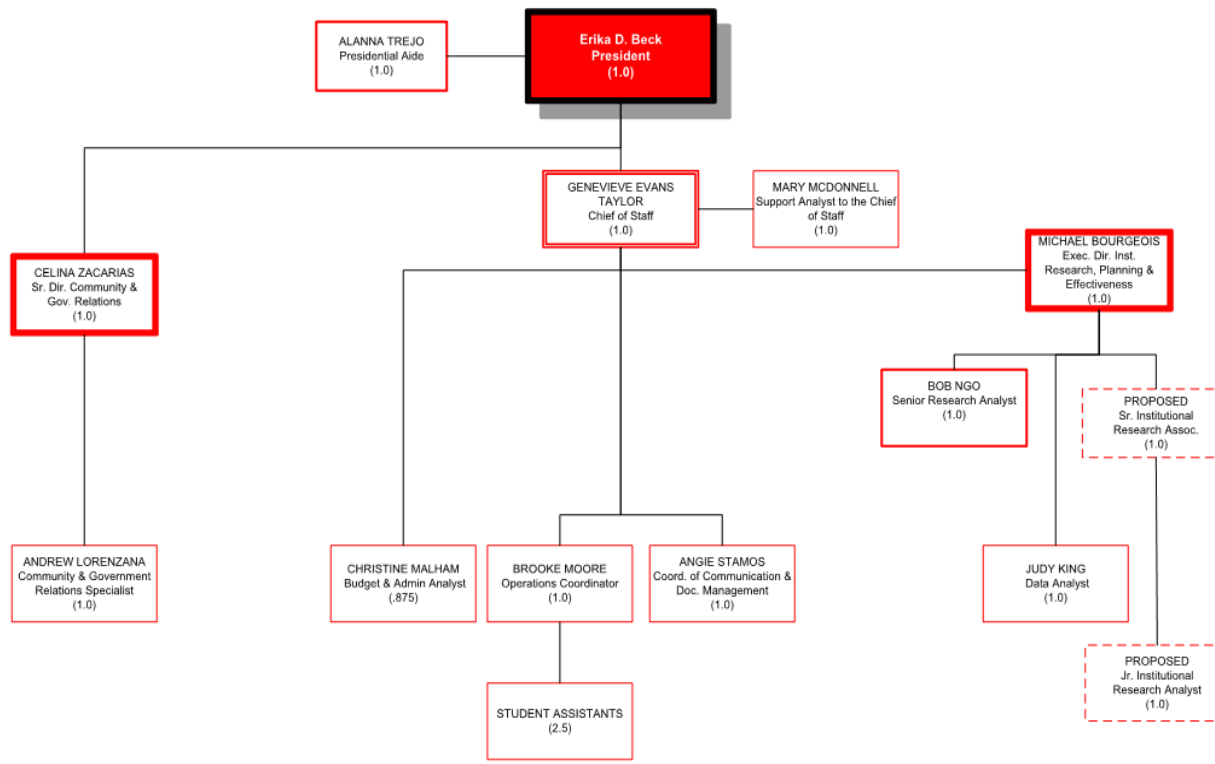
Currently, there are three offices in University Hall allocated to IRPE that presently house three permanent employees and one part-time Research Analyst who supports complex IRPE data analysis. Funding from the FY 15-16 budget enabled IRPE to reconfigure the offices to accommodate two new hires. This involved converting the single largest office to house up to four staff, and the Director's office to be reconfigured to double as a team meeting/training space. While this will accommodate our currently proposed growth, it leaves no room for future growth. We are cramped and at capacity.

Regarding the type and quality of space, the current inventory falls short on two fronts. IRPE manages highly confidential student, employee and financial records. Yet, we are not secured behind protections afforded other departments managing data of similar sensitivity. To maintain security, IRPE staff must work with closed office doors all day, which is not conducive to the collaborative nature of the work we do. Ideally, IRPE should be secured in a way similar to that of Research and Sponsored Programs, with an area for administrative and student support and a small conference/training room.

### **4. *Organizational Charts***

Please see appended organizational chart with current and proposed positions. Please also see functional organizational chart displaying in detail the functional areas now under IRPE's purview.

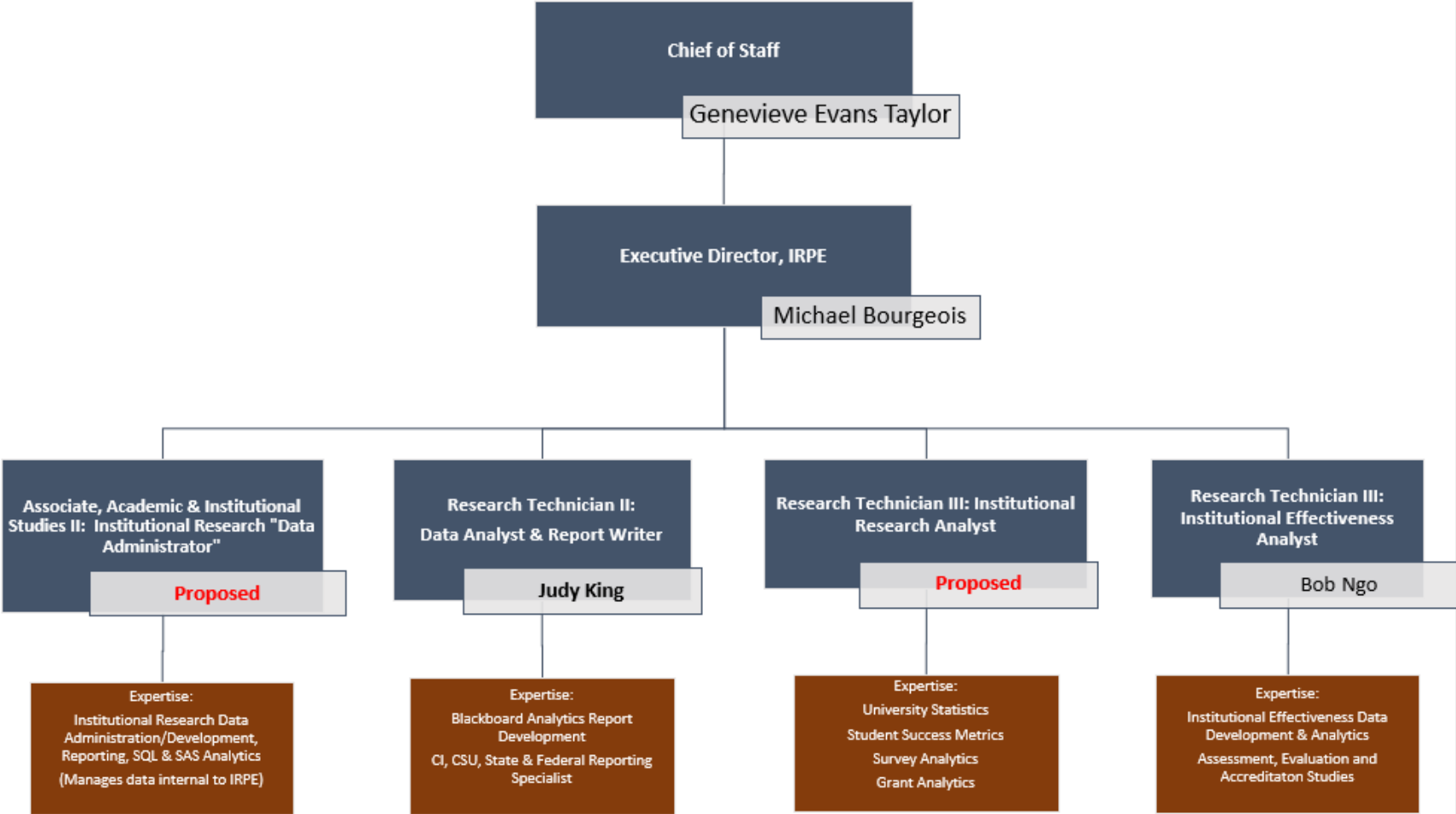
**California State University Channel Islands  
Office of the President**



TOTAL DIVISION FTE = 21.375

01/27/17

Proposed Institutional Research, Planning and Effectiveness Organizational Chart: Phase 1



Fiscal Year 2017/2018 Budget Request Form

PERMANENT REQUEST

Priority	Amount Requested	Full Time Equivalent	Narrative	Summary of funding category	Specific Details	Revenue	Salary	FTE	O&M	
1	154,377	2.00	<p>To accommodate the new data governance and Institutional Research responsibilities of the expanded IRPE office, Institutional Research, Planning and Effectiveness respectfully requests one permanent research analyst and one permanent data manager specific to these new duties. The total Salary for the two positions is \$149,000. However IRPE will reallocate \$13,070 from previously budgeted student worker salary to lower this request to \$135,930. IRPE also respectfully requests a permanent increase of \$18,447 in operating costs. These are the minimum costs associated with the increase in staff, training (PeopleSoft, Blackboard, Pyramid, etc.), attending mandated CSU IR training and more. Note that IRPE reallocated \$20,400 from FY15-16 to prepurchase office furniture, technology and supplies needed for the new employees.</p>	Management (Admin 3, Admin 4, Admin 5)			\$ -			
				Non-Represented (Admin 1, Admin 2 & Confidential)	assoc, Academic & Inst. Studies II		\$ 81,000	1.00		
				Represented Staff (Non-faculty bargaining unit)	Research Technician III		\$ 68,000	1.00		
				Overtime					-	
				Student Assistants			\$ (13,070)		-	
				Stipends Bonuses Allowances					-	
				Librarians					-	
				Special Consultants					-	
				General Operating Expense						18,447
				Revenue 1	ex. Application fees					
				Revenue 2	ex. Other operating revenue					
				Revenue 3						
				Cost Recovery**						

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M	
2	-	-		Management (Admin 3, Admin 4, Admin 5)				-		
				Non-Represented (Admin 1, Admin 2 & Confidential)					-	
				Represented Staff (Non-faculty bargaining unit)					-	
				Overtime					-	
				Student Assistants					-	
				Stipends Bonuses Allowances					-	
				Librarians					-	
				Special Consultants					-	
				General Operating Expense						
				Revenue 1	ex. Application fees					
				Revenue 2	ex. Other operating revenue					
				Revenue 3						
				Cost Recovery**						

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M
3	-	-		Management (Admin 3, Admin 4, Admin 5)				-	
				Non-Represented (Admin 1, Admin 2 & Confidential)				-	
				Represented Staff (Non-faculty bargaining unit)				-	
				Overtime				-	
				Student Assistants				-	
				Stipends Bonuses Allowances				-	
				Librarians				-	
				Special Consultants				-	
				General Operating Expense					
				Revenue 1	ex. Application fees				
				Revenue 2	ex. Other operating revenue				
				Revenue 3					
				Cost Recovery**					

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M
4	-	-	Enter narrative here	Management (Admin 3, Admin 4, Admin 5)				-	
				Non-Represented (Admin 1, Admin 2 & Confidential)				-	
				Represented Staff (Non-faculty bargaining unit)				-	
				Overtime				-	
				Student Assistants				-	
				Stipends Bonuses Allowances				-	
				Librarians				-	
				Special Consultants				-	
				General Operating Expense					
				Revenue 1	ex. Application fees				
				Revenue 2	ex. Other operating revenue				
				Revenue 3					
				Cost Recovery**					

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M
5	-	-	Enter narrative here	Management (Admin 3, Admin 4, Admin 5)				-	
				Non-Represented (Admin 1, Admin 2 & Confidential)				-	
				Represented Staff (Non-faculty bargaining unit)				-	
				Overtime				-	
				Student Assistants				-	
				Stipends Bonuses Allowances				-	
				Librarians				-	
				Special Consultants				-	
				General Operating Expense					
				Revenue 1	ex. Application fees				
				Revenue 2	ex. Other operating revenue				
				Revenue 3					
				Cost Recovery**					

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M	
6	-	-	Enter narrative here	Management (Admin 3, Admin 4, Admin 5)				-		
				Non-Represented (Admin 1, Admin 2 & Confidential)					-	
				Represented Staff (Non-faculty bargaining unit)					-	
				Overtime					-	
				Student Assistants					-	
				Stipends Bonuses Allowances					-	
				Librarians					-	
				Special Consultants					-	
				General Operating Expense						
				Revenue 1	ex. Application fees					
				Revenue 2	ex. Other operating revenue					
				Revenue 3						
				Cost Recovery**						

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M	
7	-	-	Enter narrative here	Management (Admin 3, Admin 4, Admin 5)				-		
				Non-Represented (Admin 1, Admin 2 & Confidential)					-	
				Represented Staff (Non-faculty bargaining unit)					-	
				Overtime					-	
				Student Assistants					-	
				Stipends Bonuses Allowances					-	
				Librarians					-	
				Special Consultants					-	
				General Operating Expense						
				Revenue 1	ex. Application fees					
				Revenue 2	ex. Other operating revenue					
				Revenue 3						
				Cost Recovery**						

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M	
8	-	-	Enter narrative here	Management (Admin 3, Admin 4, Admin 5)				-		
				Non-Represented (Admin 1, Admin 2 & Confidential)					-	
				Represented Staff (Non-faculty bargaining unit)					-	
				Overtime					-	
				Student Assistants					-	
				Stipends Bonuses Allowances					-	
				Librarians					-	
				Special Consultants					-	
				General Operating Expense						
				Revenue 1	ex. Application fees					
				Revenue 2	ex. Other operating revenue					
				Revenue 3						
				Cost Recovery**						

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M	
9	-	-	Enter narrative here	Management (Admin 3, Admin 4, Admin 5)				-		
				Non-Represented (Admin 1, Admin 2 & Confidential)					-	
				Represented Staff (Non-faculty bargaining unit)					-	
				Overtime					-	
				Student Assistants					-	
				Stipends Bonuses Allowances					-	
				Librarians					-	
				Special Consultants					-	
				General Operating Expense						
				Revenue 1	ex. Application fees					
				Revenue 2	ex. Other operating revenue					
				Revenue 3						
				Cost Recovery**						

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M	
10	-	-	Enter narrative here	Management (Admin 3, Admin 4, Admin 5)				-		
				Non-Represented (Admin 1, Admin 2 & Confidential)					-	
				Represented Staff (Non-faculty bargaining unit)					-	
				Overtime					-	
				Student Assistants					-	
				Stipends Bonuses Allowances					-	
				Librarians					-	
				Special Consultants					-	
				General Operating Expense						
				Revenue 1	ex. Application fees					
				Revenue 2	ex. Other operating revenue					
				Revenue 3						
				Cost Recovery**						

Priority	Amount Requested	Full Time Equivalent	Narrative	DETAILS: Description/Classification	Specific Details	Revenue	Staffing	FTE	O&M	
11	-	-	Enter narrative here	Management (Admin 3, Admin 4, Admin 5)				-		
				Non-Represented (Admin 1, Admin 2 & Confidential)					-	
				Represented Staff (Non-faculty bargaining unit)					-	
				Overtime					-	
				Student Assistants					-	
				Stipends Bonuses Allowances					-	
				Librarians					-	
				Special Consultants					-	
				General Operating Expense						
				Revenue 1	ex. Application fees					
				Revenue 2	ex. Other operating revenue					
				Revenue 3						
				Cost Recovery**						

**Grand Total**      154,377      2.00

135,930      2.00      18,447

**Fiscal Year 2017/2018 Budget Request Form**

**TEMPORARY REQUEST**

Priority	Amount Requested	FTE	# of years needed	Narrative	DETAILS: Description/Classification	FTE	Staffing	O&M	
1	50,000	-		IRPE request a one-time operating allocation of \$50,000 to support consultation for and the implementation of and IRPE/T&C/campuswide training for the data governance infrastructure, the data cookbook (standardized and published data definitions), the data warehouse (Blackboard Analytics) and the development of IR data archives. In FY 15-16 IRPE reallocated \$45,000 to assist T&C with the purchase of the data warehouse; and IRPE secured a \$106,000 grant to fund the first phase of the data governance initiative. These new one-time funds will allow us to complete training and launch the warehouse for campuswide use. These funds will also support IRPE attendance at the 2017 Tableau Dashboard Training Conference				50,000	

<b>Grand Total</b>	<b>50,000</b>	<b>-</b>				<b>-</b>	<b>-</b>	<b>50,000</b>
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