



Channel Islands

CALIFORNIA STATE UNIVERSITY

## University Advancement

2017/2018 Budget Request

| <b>University Advancement</b>          | <b>Permanent</b> | <b>Temporary</b> | <b>Total</b>   |
|--|------------------|------------------|----------------|
| New Benefitted Positions               | 3.00             |                  | 3.00           |
| Increase in revenue                    |                  |                  | -              |
| Salaries & Wages                       | 234,000          |                  | 234,000        |
| Salary Adjustments                     |                  |                  | -              |
| Operating & Maintenance                | 120,000          | 250,000          | 370,000        |
| <b>TOTAL GENERAL OPERATING REQUEST</b> | <b>354,000</b>   | <b>250,000</b>   | <b>604,000</b> |

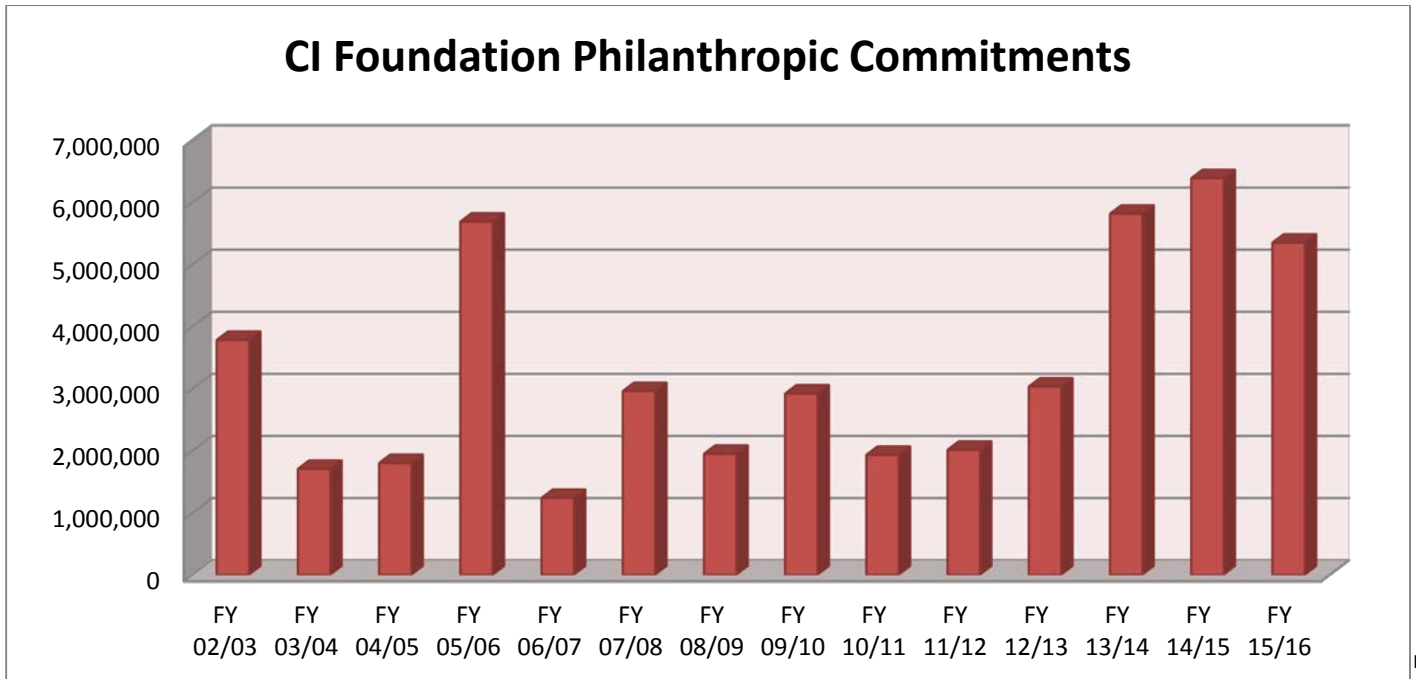
**I. Overview of current strategic plan and progress toward goals**

At the direction of President Beck, University Advancement (UA) was reorganized to include Communication & Marketing as well as Conferences & Events. As a result, the Division will be retooling its existing strategic plan to include these new elements as well as the specific direction and charge given by the President to:

- Create efficiencies for the University with staffing and resources
- Use Advancement contacts and perspective to increase opportunities for revenue generation and P3 partnerships
- Build the CI Brand
- Strengthen and ensure consistency with internal and external campus communication
- Continue to enhance and build philanthropic support for CI

As a critical piece of the reorganization of University Advancement, the Division leveraged existing resources of \$38k and includes a reallocation of \$108k from the Office of the President made in fiscal year 2016/17 to support key staff and operational costs needed to ensure the Division can meet its new charge.

Prior to the recent reorganization of University Advancement, the Division was responsible for fundraising, alumni programs, managing the CSU Channel Islands Foundation, and planning Commencement. The below chart illustrates the Division's track record of success with regard to fundraising and monetary contributions to the University in support of its mission:



<sup>1</sup> Philanthropic commitments are defined as cash, cash pledges, differed gifts, and in-kind contributions.

Over \$46.5 million has been raised since 2002 by University Advancement. Some of the largest gifts include an \$8 million gift to support the naming of the Martin V. Smith School of Business & Economics, a \$5 million gift to support the construction of the John Spoor Broome Library, and a \$6 million investment by Cottage Health Systems to establish the CI Nursing program in Santa Barbara. Although we are the newest CSU in the System with a young alumni base, comparatively, CI ranks seventh in philanthropic productivity (three year average<sup>2</sup>) within our peer group of which is comprised of 11 campuses.

To date, the Division has been a careful steward of its budget allocation by taking steps to reallocate resources when necessary to achieve its goals while prioritizing the needs of the University first and foremost. For example, the Division absorbed the 'Campaign for CI' fundraising initiative into its existing campus budget allocation over the last two fiscal years. In this way, the Division demonstrated good stewardship. The Division has continued to use existing resources to enhance and grow donor stewardship, cultivation, and other key fundraising activities.

It is typical for a public university to dedicate 4% of its operating budget to the Advancement functions of Administration, Alumni Relations, Development and Communication & Marketing. Generally, half of that allocation is devoted to Development. For CI's peer group campuses, the average state expenditure to Advancement is 3.66% of the general operating budget with 1.50% dedicated to fundraising. CI is spending only 3.50% of its general fund budget to support University Advancement and, of that percentage, 1.50% is allocated to support direct fundraising efforts.

As development programs mature, there is an accelerating effect that occurs as Advancement receives increased funding from both state and non-state resources. Philanthropy can alleviate spending obligations thus creating improved flexibility in the state budget. Additionally, non-state funds become available through unrestricted giving, endowment fees or gift fees. On average, the most mature campuses within the CSU are dedicating 6% of the state budget to Advancement and enhancing those budgets with an equivalent 2.5% from non-state funds.

## II. Description of Reorganization Funding Requests

To ensure the Division can meet its new charge, the Division respectfully requests \$234K, previously made through the reallocation of resources, become permanent and \$200K in temporary funds for Conference & Events be extended through 17-18:

The following is being requested as permanent funding:

| Item                                      | FTE | Amount           | Description   |
|---|-----|------------------|---|
| Senior Director of University Development | 1.0 | \$120,000        | New Position: Responsible for oversight of fundraising and alumni programs, implementing procedures and University-wide policy around fundraising and alumni programs, moves management, operations of development and alumni programs  |
| Executive Administrative Assistant        | 1.0 | \$65,000         | New Position: Supports the Division with high level administrative needs and oversees the Divisions general administrative support.   |
| Communication Specialist                  | 1.0 | \$49,000         | New Position: Responsible for day-to-day writing assignments for the President's Office and writes remarks, speeches and messages on behalf of the University President to help convey his/her vision and direction for the University. |
| <b>Total</b>                              |     | <b>\$234,000</b> |   |

The following is being requested as temporary funding for the 17/18 fiscal year.

| Item                 | Amount           | Description   |
|----------------------|------------------|---|
| Conferences & Events | \$200,000        | Operational Support: The purpose of this allocation is to provide seed funding needed to support Conferences & Events as it works toward a self-sustaining model. |
| <b>Total</b>         | <b>\$200,000</b> |   |

## III. Description of new growth funds requested

In recognition of the reality of the upcoming fiscal year, \$150,000 in new funds is being requested and represents only critical needs related to the Division's charge.

The following is a request for permanent funding:

| Item                  | Amount    | Description  |
|-----------------------|-----------|--|
| Marketing/Advertising | \$100,000 | Operational Support: The purpose of this allocation is to provide much needed funding to support our communication strategy through paid marketing and advertising to guarantee a level of continued audience exposure to messages and |

|              |                  |  |
|--------------|------------------|--|
|              |                  | allowing sufficient reach and frequency for a large portion of our audience to have opportunity to notice and respond to messages. |
| <b>Total</b> | <b>\$100,000</b> |  |

The new funds requested will provide funding that will be vital for establishing a foundation for our communication strategy. This will enable us to share with constituents the University's value to our region and beyond, as well as assist with future fundraising efforts to expand facilities and scholarships, solicit favorable public/private partnerships, promote student, faculty and alumni success, and keep the University's students top-of-mind for internships or employment, all of which will impact the region and beyond.

The following is being requested as a temporary allocation:

| <b>Item</b>                            | <b>Amount</b>   | <b>Description</b>   |
|--|-----------------|--|
| Feasibility / Campaign Readiness Study | \$50,000        | Given the resource needs of the campus, University Advancement must begin to prepare for a second, more significant campaign. Funding requested will cover consulting costs associated with the execution of a feasibility assessment as well as a campaign readiness study. |
| <b>Total</b>                           | <b>\$50,000</b> |  |

The new funds requested will help University Advancement strengthen fundraising and begin to position the University for a multi-million dollar campaign. A comprehensive feasibility / campaign readiness study will also ensure that broad conversations and consultation is happening with all campus constituents as well as CI's existing and prospective donor base. This is critical with regard to ensuring that fundraising aligns with campus priorities and strategic planning. It will also support identifying means by which University Advancement can implement the important feedback given by these groups and (as appropriate) involve constituents in fundraising activities. If funding to support this important work is not realized, it is highly likely that the Division will not have the capability to move forward with a second multi-million dollar campaign for the campus.

**IV. University Advancement's strategic plan and current space assignments**

Current space assignments for University Advancement meet existing programmatic requirements. However, a long term plan for space is needed and the plan may involve renovations and more significant facility investments.

**V. New initiatives in support of CI's strategic plan**

The reorganization of University Advancement to include Communication & Marketing as well as Conferences & Events will help the Division meet strategic initiatives as determined by the Strategic Planning Steering Committee. Depending on the availability of resources, University Advancement will begin planning and preparing for a second fundraising campaign. If resources and planning come together in a timely fashion, the Division's goal is to launch a campaign in approximately 18 months.

## Supplemental Questions

### Commencement Budget Request Fiscal Year 2017/18 Submitted: 2/9/2017

#### I. Overview of current strategic plan and progress toward goals:

Commencement is a campus-wide event, implying that critical areas responsible for supporting this event contribute resources and personnel necessary for holding successful graduation ceremonies. The event has no strategic plan at this time and University Advancement is the division responsible for the staff member that holds the position of Commencement Chair.

The Commencement Chair and campus-wide committee created the following charge:

The Commencement Committee leads a campus-wide effort to plan and coordinate the premier academic ceremony of the year—Commencement. The Committee strives to make Commencement a first-class memorable celebration, to promote campus pride, to recommend to executive leadership new campus traditions, and to create a meaningful experience for graduates and their families.

Based on this charge, the Commencement Committee is focused on creating a first-class memorable celebration that creates a meaningful experience for graduating students and their families, promotes campus pride and recommends to executive leadership new campus traditions. Creating a memorable experience for graduates will require the investment of resources and funds to elevate the ceremony program, improve logistics, and plan related events leading up to commencement. In addition, new traditions might mean additional events and award ceremonies that may, in part, be supported by the Commencement budget.

In addition to planning and coordinating graduation ceremonies, it's important to note that the Commencement budget covers graduation-related activities such as the annual Grad Fest event as well as diploma printing and processing by the Enrollment Center.

#### II. Description of new growth funds requested:

##### References for Security:

Current campus guidelines for Conferences and Events and Facility Use state:

- Facility Use Agreement:

##### 4.0 University Police

A consultation with the University Police may be required to develop a safety plan for any one or more of the following conditions: Expected attendance of two hundred (200)

or more people; or primary focus is on members of the off-campus community; or includes alcohol.

References for ADA:

2010 ADA Standards related to seating can be found here:

- o California Building Code Chapter 11B (which we are bound by in construction, per David Carlson)
- o 221.2.2 Integration. Wheelchair spaces shall be an integral part of the seating plan.
- o 221.2.3 Lines of Sight and Dispersion. Wheelchair spaces shall provide lines of sight complying with 802.2 and shall comply with 221.2.3. In providing lines of sight, wheelchair spaces shall be dispersed. Wheelchair spaces shall provide spectators with choices of seating locations and viewing angles that are substantially equivalent to, or better than, the choices of seating locations and viewing angles available to all other spectators.

Health & Safety Code Sec. 13108(c)

CA Building Code 1028.12 (Seat stability)

Title 19 local ordinances

Funding History:

The graduation filing fee, a Category IV fee, was increased in FY 2014/15 to \$50.00 per Application for Degree and Diploma. This nominal increase helped event planners make significant logistical improvements to ceremonies; however, it did not affect the general fund allocation which has remained static at \$70,000 for many years even though the number of graduates has increased every year (see attachment 1).

Proposal Justification:

As noted above, the event costs associated with Commencement have increased over the years because the number of graduates and guests has grown incrementally<sup>1</sup>. At the May 2015 ceremonies, attendance reached 8,000 guests per ceremony and May 2016 audiences reached approximately 9,000 guests per ceremony, including 1,400 students walking (out of 2,170 eligible candidates). This alone presents a security risk. The campus does not have trained personnel necessary to handle crowd management and traffic control for Commencement. Please see the following explanation of costs below.

Security/Crowd Management:

- Public Safety expenses include increased CHP officer wages effective in FY 15/16. For the last three years, additional CHP traffic control officers were contracted by the Chair of Commencement on behalf of CI Public Safety because the department could not provide enough of its officers to manage security/traffic control for our growing ceremonies. Thus, the additional cost for CHP officers was absorbed by the Commencement budget.
- Public Safety advises that certain aspects of crowd management would be more appropriately handled by someone other than uniformed police officers. Examples

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<sup>1</sup> See attachment 1 –graduates by fiscal year.

of this type of work might be keeping guests out of restricted areas, clearing aisles, keeping guests from encroaching the stage and responding to general guest inquiries.

In the past this work has been handled by volunteer CI staff members; however, certain guest interactions have proven to be difficult and confrontational. This has made staff uncomfortable in these types of roles. Outsourcing this type of work to trained personnel may lessen the occurrence of conflicts and help the campus better manage risk in terms of guest complaints and crowd safety.

- Campus Public Safety personnel have experience working with 360 International, a private security organization, which provides unarmed non-uniformed security personnel to perform these types of roles (example includes Casa Pacifica's Wine & Food Festival).

Security Estimate: \$10,500

Based on rates for outsourced security personnel for 12-hour coverage:

\$55 hourly rate for licensed, unarmed officer = \$660

#### ADA Accessibility and Services

ADA arrangements in 2016 were much higher because of Title 9 concerns and lack of compliance with regulations in prior years. ADA services, rentals and other arrangements are a growing expense and will continue to be so. The additional expenditures for ADA accessibility and seating in the South Quad were supplemented by the President who allocated an additional \$10,000. We are requesting just under the same amount for additional ADA accessible mat, barricades and closed captioning.

#### **ADA Accessibility and Services Estimate: \$9,500**

- **ADA Accessible Mat: \$4,500**  
Based on last year's purchase price per square footage, plus tax & delivery
- **Additional rentals (barricades) and signage: \$4,000**
- **Closed Captioning: \$1,000**

For these reasons, the Commencement Chair respectfully submits this permanent budget request for \$20,000.

#### **TOTAL REQUEST: \$20,000**

#### **Breakdown:**

- **Security Personnel: \$10,500**
- **ADA Accessibility/Services: \$9,500**



**Attachment I – Graduates by Fiscal Year**

| <b>Academic Year</b> | <b>Enrollment by Headcount</b> | <b>Total Number of Graduation Applications (by AY)</b> | <b>Eligible Candidates</b> | <b>Percentage Increase</b> |
|----------------------|--------------------------------|--|----------------------------|----------------------------|
| 2006-07              | 3081                           | 692  |                            |                            |
| 2007-08              | 3541.5                         | 841  |                            | 21.53%                     |
| 2008-09              | 3645                           | 963  |                            | 14.50%                     |
| 2009-10              | 3677.5                         | 1077   |                            | 11.84%                     |
| 2010-11              | 3824.5                         | 1141   |                            | 5.94%                      |
| 2011-12              | 4175                           | 1218   |                            | 6.75%                      |
| 2012-13              | 4719.5                         | 1336   |                            | 9.69%                      |
| 2013-14              | 5080                           | 1521   |                            | 13.85%                     |
| 2014-15              | 5785.5                         | 1622   | 1,812                      | 6.64%                      |
| 2015-16              | 6130                           | 1747   | 2,170                      | 7.71%                      |

**Average increase: 10.94%**

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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        | 334,000          | 3.00                 | <p>University Advancement was reorganized to include Communication and Marketing as well as Conference Events. The Division will retool it's existing strategic plan to create efficiencies for the University with staffing and resources, use existing contacts and perspective to maximize revenues, build the CI Brand, strengthen and ensure consistency with internal and external communication and continue to build upon philanthropic support. By leveraging existing resources and a reallocation from the Office of the President the request is being made to make the reallocation permanent for three positions: Senior Director of University Development, Executive Assistant, Communication Marketing Specialist 1 for a total of \$234,000.</p> <p><b>Communication and Marketing Unit-</b> The new funds requested will provide funding that will be vital for establishing a foundation for our communication strategy, which will enable us to share with constituents the University's value to our region and beyond, as well as assist with future fundraising efforts to expand facilities and scholarships, solicit favorable public/private partnerships, promote student, faculty and alumni success, and keep the University's students top-of-mind for internships or employment, which will impact the region and beyond. Additionally, the allocation will provide much needed funding to support our communication strategy through paid marketing and advertising to guarantee a level of continued audience exposure to messages and allowing sufficient reach and frequency for a large portion of our audience to have opportunity to notice and respond to messages.</p> |   |   |         |            |      |         |
|          |                  |                      |   | Management Admin 3                              | Senior Director of University Development |         | \$ 120,000 | 1.00 |         |
|          |                  |                      |   | Represented Staff (Non-faculty bargaining unit) | Executive Assistant                       |         | \$ 65,000  | 1.00 |         |
|          |                  |                      |   | Represented Staff (Non-faculty bargaining unit) | Communication Marketing Specialist 1      |         | \$ 49,000  | 1.00 |         |
|          |                  |                      |   |   |   |         |            | -    |         |
|          |                  |                      |   |   |   |         |            | -    |         |
|          |                  |                      |   |   |   |         |            | -    |         |
|          |                  |                      |   |   |   |         |            | -    |         |
|          |                  |                      |   |   |   |         |            | -    |         |
|          |                  |                      |   |   |   |         |            | -    |         |
|          |                  |                      |   |   |   |         |            | -    |         |
|          |                  |                      |   |   |   |         |            | -    | 100,000 |
|          |                  |                      |   | 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        | 20,000           | -                    | The graduation filing fee, a Category IV fee, was increased in FY 2014/15 to \$50.00 per Application for Degree and Diploma. This nominal increase helped event planners make significant logistical improvements to ceremonies; however, it did not affect the general fund allocation which has remained static at \$70,000 for many years even though the number of graduates has increased every year. Commencement costs have increased over the years because the number of graduates and guests has grown incrementally. At the May 2015 ceremonies, attendance reached 8,000 guests per ceremony and May 2016 audiences reached approximately 9,000 guests per ceremony, including 1,400 students walking (out of 2,170 eligible candidates). This alone presents a security risk. The campus does not have trained personnel necessary to handle crowd management and traffic control for Commencement. Additionally, ADA arrangements in 2016 were much higher because of Title 9 concerns and lack of compliance with regulations in prior years. ADA services, rentals and other arrangements are a growing expense and will continue to be so. The additional expenditures for ADA accessibility and seating in the South Quad were | 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                         |                             |         |          | -   | 20,000 |
|          |                  |                      |  | Revenue 1   | ex. Application fees        |         |          |     |        |
|          |                  |                      |  | Revenue 2   | ex. Other operating revenue |         |          |     |        |
|          |                  |                      |  | Revenue 3   |                             |         |          |     |        |
|          |                  |                      |  | Cost Recovery**                                   |                             |         |          |     |        |

Grand Total 354,000 3.00

234,000 3.00 120,000

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                  | 250,000          | -   |                   | <p><b>Conference &amp; Events General Operating Expense</b> -As a critical piece of the reorganization of University Advancement, a temporary reallocation was made in fiscal year 2016/17 to support operational costs needed to ensure the Division can meet its new charge. The Division is requesting that \$200,000 to provide seed funding needed to support Conferences &amp; Events as it works toward a self-sustaining model be extended through 17-18.</p> <p><b>University Advancement Operating Expense</b> -The new funds requested will begin to position University Advancement to strengthen fundraising and begin to position the University for a multi-million dollar campaign. A comprehensive feasibility / campaign readiness study will also ensure that broad conversations and consultation is happening with all campus constituents as well as CI's existing and prospective donor base. This is critical with regard to ensuring that fundraising aligns with campus priorities and strategic planning. It will also support identifying means by which University Advancement can implement the important feedback given by these groups and (as appropriate) involve constituents in fundraising activities. If funding to support this important work is not realized, it is highly likely that the Division will not have the capability to move forward with a second multi-million dollar campaign for the campus. Funding requested will cover consulting costs associated with the execution of a feasibility assessment as well as a campaign readiness study.</p> | <p>Conference and Events General Operating Expense 200,000</p> <p>University Advancement General Operating Expense 50,000</p> |     |          |                   |
| <b>Grand Total</b> |                  |     |                   |  |   |     |          | <b>250,000.00</b> |