

**ACADEMIC AFFAIRS / BUSINESS & FINANCIAL AFFAIRS**

December 12, 2013

To: President Richard R. Rush

RE: Recommendations for Budget Resource Allocations: FY 2013-14

Please accept our recommendations for the allocations of Strategic Initiative funding and supplemental base budget funding for the current fiscal year.

Information on the following pages adjusts the allocation of revenue sources that include \$1.5 million in budgeted strategic initiative funding and \$4.8 million in supplemental base funding.

These recommendations will amend the budget you approved in August, 2013 as follows:

Division Recommendations – From Table 4 of the Approved FY14 Budget (page 10). This table is a summary that reflects division requests based on your request for recommendations for strategic initiative investments as well as base funding adjustments. The combined revised budget recommendations reflect an operating budget change from \$3.2 million to \$8.1 million – an increase of \$4.9 million. As the attached detail describes, the majority of the funding will support additional increases in faculty and staffing.

With your approval, divisions will be authorized to search and fill positions. Faculty searches for the Spring 2014 recruitment will begin in the 2014-15 fiscal year. The total number of positions requested is approximately 38 FTE.

In addition, to address the projected shortfall in faculty office space and program office space, we recommend that \$1.44 million be allocated to bring on-line the necessary spaces to support the increase in faculty and staff.

Please let us know if you have questions or comments.

Sincerely,

Gayle Hutchinson  
Provost and Vice President for Academic Affairs

Ysabel Trinidad  
Vice President for Business & Financial Affairs

**AMENDED TABLE 4.  
SUMMARY OF RECOMMENDED DIVISION DISTRIBUTIONS**

<b>Division Recommendations</b>							
<b>Prior Commitment:</b> Structural Deficit from Tuition Rollback/Benefit Changes Final						\$ 1,230,000	
	<b>Academic Affairs</b>	<b>Advance- ment</b>	<b>Student Affairs</b>	<b>Tech. &amp; Comm</b>	<b>President</b>	<b>BFA</b>	<b>Total</b>
<b>Permanent Allocations</b> (adopted 8/2013)							
Faculty	\$1,799,265	--	--	--	--	--	\$1,799,265
Staff/Operations	\$208,030	\$102,525	\$142,654	\$255,228	\$53,000	\$144,300	\$905,737
Sub-total	\$2,007,295	\$102,525	\$142,654	\$255,228	\$53,000	\$144,300	\$2,705,002
<b>Temporary One-Time Allocations</b> (adopted 8/2013)							
Faculty	\$129,024	--	--	--	--	--	\$129,024
Staff/Operations	\$5,976	--	\$32,000	\$89,000	\$215,000	\$58,000	\$399,976
Sub-total	\$135,000	\$0	\$32,000	\$89,000	\$215,000	\$58,000	\$529,000
<b>Strategic Initiative Funding Permanent Allocations</b>							
Faculty	\$0	--	--	--	--	--	\$0
Staff/Operations	\$566,870	\$86,401	\$191,919	\$199,856	\$0	\$172,500	\$1,217,546
Sub-total	\$566,870	\$86,401	\$191,919	\$199,856	\$0	\$172,500	\$1,217,546
<b>Strategic Initiative Funding Temporary One-Time Allocations</b>							
Faculty	--	--	--	--	--	--	--
Staff/Operations	\$128,290	\$20,000	--	--	--	--	\$148,290
Campus-wide							\$134,165
Sub-total	\$128,290	\$20,000	\$0	\$0	\$0	\$0	\$282,455
<b>Base Supplemental Funding Permanent Allocations</b>							
Faculty	\$600,000						\$600,000
Staff/Operations	\$210,000	\$220,000	\$301,586	\$371,996	\$0	\$52,911	\$1,156,493
Campus-wide O&M and Adjustments							\$38,595
Sub-total	\$810,000	\$220,000	\$301,586	\$371,996	\$0	\$52,911	\$1,795,088
<b>Base Supplemental Funding Temporary One- Time Allocations</b>							
Faculty							
Staff/Operations	\$128,912	--	--	--	--	\$200,000	\$328,912
Campus-wide Staffing Start-up							\$60,000
Sub-total	\$128,912	\$0	\$0	\$0	\$0	\$200,000	\$388,912
<b>Total</b>	<b>\$3,776,367</b>	<b>\$428,926</b>	<b>\$668,159</b>	<b>\$916,080</b>	<b>\$268,000</b>	<b>\$627,711</b>	<b>\$8,148,003</b>

## SUMMARY STRATEGIC INITIATIVE FUNDING - Investment Funds Requests - 2013-14 (round one)

### Academic Affairs

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
1.	\$377,000	2013-14	Permanent		5	Adding capacity to better serve existing student enrollment needs and manage increased demand associated with enrollment growth: Financial Aid: Assoc Director of FA/Scholarships (\$105,333), Scholarship Coordinator (\$70,719), FA Specialist - 2 (\$107,117), Lead FA Analyst (\$93,795)
2T.	\$43,290	2013-14	Temporary	1	1.0	Adding capacity to better serve existing student enrollment needs and manage increased demand associated with enrollment growth: Interim AVP for Enrollment Management (EM) Services
2P.	\$129,870	2013-14	Permanent		2.0	Adding capacity to better serve existing student enrollment needs and manage increased demand associated with enrollment growth. Funding for 11:25 AM EM Academic Records/Transfer Credits Specialist (\$64,935); EM Recruitment Counselor (\$64,935)
3.	\$60,000	2013-14	Permanent		0	Operating increase: CI Preview Day and CI Counselor Day (previously funded through salary savings); startup costs for new faculty hires.
4.	\$85,000	2013-14	Temporary	1	0	Operating Expense: Spring 2014 Faculty Recruitment (candidate expenses - \$25,000) and recruitment firm for AVP of Enrollment Management Services search (\$65,000)
Total Request	\$695,160				8.0	

TO ALLOCATE      \$566,870    Permanent  
                          \$128,290    Temporary

### Advancement

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
1.	\$86,401 \$20,000	2013-14	Permanent Temporary		1.0	Vice President University Advancement, full time VP needed to assist with future planned growth. Temporary funds for startup expenses.
					1.0	
TO ALLOCATE	\$86,401 \$20,000		Permanent Temporary			

### Business & Fin. Affairs

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
1.	\$100,000	2013-14	Permanent		2.0	SBS Cashier and Collections Specialist: AACRAO report identified under Primary Observation #4, we have an over-reliance on student staff in key front-line positions. Student Business Services staffs the operations window with 1.0 FTE staff and a second by

Student Assistants. Two FTE regular cashiers is a minimum to provide service at the windows everyday to ensure that SBS provides consistent and timely service to our students, especially during critical times during each semester. With student increases, the addition of a collections specialist will relieve the cashiers of an additional duty of servicing collection accounts. This activity distracts cashiers from serving the front line operations effectively to respond to students with questions about their account. CI collections increased three-fold from F11 to F12; a 90-day internal collections process is managed by SBS to resolve the debt. A 1.0 FTE Collections Specialist with this primary responsibility will ensure collections are effectively managed.

- |    |          |         |           |  |     |  |
|----|----------|---------|-----------|--|-----|--|
| 4. | \$72,500 | 2013-14 | Permanent |  | 1.0 | <b>Buyer II:</b> A review of the procurement card program has identified the need to restructure the program to support increased volume and ensure compliance with the associated policies. Over the last three years, procard volumes have increased by 50% each year from \$1.5M to \$3.2M. Due to this program and campus growth along with increased contracting activities, an additional buyer will help to mitigate risks identified in the campus' annual risk assessment. By leveraging and reorganizing tasks, the Buyer II position will provide critical service to the campus for IT hardware purchasing as well as servicing the increasing teaching and internship agreements that must be processed in a timely manner. |
|----|----------|---------|-----------|--|-----|--|

TO ALLOCATE                      \$172,500    3.0

#### Student Affairs

- |    | Amount Requested | Fiscal Year | Permanent or Temporary? | If Temporary, # of Years Needed | FTE | Description   |
|----|------------------|-------------|-------------------------|---------------------------------|-----|---|
| 1. | \$79,365         | 2013-14     | Permanent               |                                 | 1.0 | <b>Disability Resource Programs (DRP) Counselor:</b> Disability Resource Programs has experienced a significant increase not only in the number of students served but also in the services requested by our students with disabilities over the past few years. Current staffing includes only two professional staff dedicated to providing counseling, accommodations, and assistance with proctoring exams. Because there is such a significant demand for accommodations and limited full-time staff, this area has had to rely heavily on student assistant support and therefore overspent its current budget by \$50,000 (request for one-time funds below). DRP is responsible for highly confidential, technical, and sensitive programs and services and requires at least one additional counselor in order to meet this increased need for services (both current and as a result of an increase in FTEs). If adequate funding and staff support are not increased, the University could be at risk for complaints, negative publicity in the community, sanctions from regulatory authorities, fines, etc. as a result of insufficient professional support staff, service delays, and inconsistent service delivery (customer service and training). |
| 2. | \$56,277         | 2013-14     | Permanent               |                                 | 1.0 | <b>Wellness and Athletics Administrative Assistant:</b> Recently, the Division of Student Affairs was asked to take the lead on Athletics. As a result, the Vice President for Student Affairs made a strategic shift in the Division's organizational structure to include a new area for Wellness and Athletics. This shift included re-assigning an AVP from the VPSA office to serve as the Area Head for Wellness and Athletics which encompasses the following: Personal Counseling Services, Student Health Services, Campus Recreation, and Athletics (shared responsibility with VPSA – Athletic Director). The existing structure does not have an administrative assistant to support the AVP who is now responsible for this new and growing area. The AVP needs an administrative assistant in order to effectively carryout the functions, duties and role as the new Area Head.  |
| 3. | \$56,277         | 2013-14     | Permanent               |                                 | 1.0 | <b>AVPSA Dean of Students Administrative Assistant:</b> The AVPSA Dean of Students office is responsible for providing leadership, guidance and direction to the area of Student Life. The current administrative assistant has been assisting with numerous special projects, budgeting, official communication, student judicial database maintenance, etc. and is undergoing a classification review to move into a more appropriate role as an Analyst. In order to continue to support the administrative needs in the area of Student Life, and more specifically the AVPSA Dean of Students, an administrative assistant position must be hired to back-fill the previous administrative assistant.  |

TO ALLOCATE                      \$191,919    3.0

Tech. & Communications

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
1.	\$139,971.00	2013-14	Permanent		1.0	Programmer/Analyst to support student services, including benefits
2.	\$59,885	2013-14	Permanent		1.0	Staff member to support faculty innovation in technology
TO ALLOCATE	\$199,856				2.0	

<b>Total</b>	<b>Permanent</b>	<b>Temp</b>	<b>FTE Staff</b>	<b>17.0</b>
<b>Campus-wide SI</b>	\$1,217,546	\$148,290		
		<u>\$134,165</u>		
	\$1,217,546	\$282,455		
<b>GRAND</b>	\$1,500,000			

SUMMARY 4400 BASE FUNDING - Investment Funds Requests - 2013-14 (round one)

Academic Affairs

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
	\$600,000	2014-15	Permanent		5.0	Tenure-track faculty: Spring 2014 search authorized for FY15 start date
1T.	\$128,912	2013-14	Temporary	1	1.0	Adding capacity to better serve existing student enrollment needs, manage increased demand associated with enrollment growth, and institutionalize existing commitments to research and student engagement. Funding for: 1.0 unbudgeted FERP; 1.); AVP for WASC (temporary); EM Programmer Analyst (1.0)
1P.	\$144,300	2013-14	Permanent		1.0	
2.	\$334,108	2013-14	Permanent		1.0	Adding capacity to better serve existing student enrollment needs, manage increased demand associated with enrollment growth, and institutionalize existing commitments to research and student engagement. Funding for: EM Admissions Analyst for Student Systems (\$93,795); EM Records Analyst for Student Systems (\$93,795); FERP Administrator (\$64,512); Center for
TO ALLOCATE	\$65,700					
3.	\$182,525	2013-14	Temporary			Adding capacity to better serve existing student enrollment needs, manage increased demand associated with enrollment growth, and institutionalize existing commitments to research and student engagement. Funding for: Santa Rosa Island operating costs (\$80,000); Arts & Sciences Associate Dean (\$144,300)
	\$33,372	2013-14	Permanent		0	New staff start-up costs.
Total	\$678,917				8.0	
TO ALLOCATE	\$810,000	Permanent				
	\$128,912	Temporary				

Advancement

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
2	\$100,000	2013-14	Permanent		1.0	Director of Advancement Operations
3	\$110,000	2013-14	Permanent		1.0	Director, Planned Giving and Major Gifts
4	\$10,000	2013-14	Permanent		0.0	Funding related to increased staff responsibilities.
TO ALLOCATE	\$220,000				2.0	

Business & Fin. Affairs

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
2.	\$486,620	2013-14	Temporary	3	1.0	Conference and Events Office: As an institutional priority in response to the growth of conferences and events on campus, the new office was established to serve as a centralized resource to the campus and community for conferences and events on campus and at off site campus locations. Funding is envisioned to come from three main sources: 1) fees charged, 2) transfer of current budgets from existing operations and 3) new funding to support the operation of the office. When fully operational, the office should generate enough funds to be self-supporting. Staff/Operations: The office is in the process of being developed and preliminary planning includes a director, assistant director, two events specialists and administrative support to open and operate the office. Initial funding for an operating budget, marketing, publications, and professional development is requested to provide for a successful transition.
Allocate		200,000				
3.	\$31,000	2013-14	Temporary	1	0.0	Conference and Events Office - One Time Funds: As a new operation, staff will be co-located in office space on campus to be identified. There will be a need to provide office equipment including computers, phones and other office equipment. Additionally, one of the main issues that has come up in various discussions centers around an effective web presence for this office. One-time funds are requested to develop an interactive website to showcase this office and its the service it provides. This request is tied to the staffing request for the Events Office.
5.	\$52,911	2013-14	Permanent		1.0	HR Admin. Support Coordinator II: With the increase in student headcount enrollment over the last three years, employee headcount has increased 32%, student employees have increased 64%, instructional student employees have increased 23% and Special Consultant appointments have increased 36%. Staffing in Human Resources has remained relatively static with the addition of only one position since 2010. Expanded course offerings by Extended University and growth in the area of Grants and Contracts have resulted in increased hiring of Instructors as well as Special Consultants, temporary employees and student assistants to support the needs of those units. An HR Administrative Support Coordinator II will support increased HR staff recruitment and employment workload due to expansion of Extended University, growth of grants and contracts, etc., as well as assume responsibilities for increasing day-to-day workload associated with the System-wide Common HR System (CHRS) projects.
Total	\$570,531				2.0	
TO ALLOCATE	\$200,000	Temporary				
	\$52,911	Permanent				

Student Affairs

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
4.	\$89,466	2013-14	Permanent		1.0	VPSA Special Projects Analyst: In order to better assist the VPSA carryout the operational needs of the Division, funding for an analyst is being requested. Over the past year, the VPSA has taken on additional duties due to Athletics and his appointment to the California Student Aid Commission; these responsibilities, in turn, have led to additional duties for his support staff. Currently, the administrative assistant for the VPSA is an ASC II and needs to remain committed to the essential functions of scheduling, preparing correspondence on behalf of the VPSA, maintaining and tracking meeting minutes and agendas, training and supervising the student assistants, etc. In order for the VPSA to continue to provide quality resources to the campus and with respect to his external obligations, an analyst is needed to provide more technical support for research, policy writing and reviewing, project tracking, reports for the Chancellor's office, Executive Order compliance, etc.

5.	\$72,156	2013-14	Permanent		1.0	<b>Wellness and Athletics Analyst:</b> There is an existing analyst who is currently funded by student health services fees. This request is to move this position off of student fees to general funds and have the analyst report to the new AVP for Wellness and Athletics and to free up some of the student fee money to support other expenses related to Wellness and Athletics.
6.	\$66,739	2013-14	Permanent		1.0	<b>Student Health Services Administrator II:</b> move .5 currently funded on student fee to General Fund to support other expenses related to Wellness and Athletics.
7.	\$62,338	2013-14	Permanent		1.0	<b>Reorganization initiative:</b> three reclasses - two associate director to director positions and one Asst. VP to Assoc. VP
8.	\$10,887	2013-14	Permanent		1.0	<b>MFT Counselor:</b> change time base from academic year to 12-month

TO ALLOCATE                      \$301,586.00    5.0

Tech. & Communications

	Amount Requested	Fiscal Year	Permanent or Temporary?	If Temporary, # of Years Needed	FTE	Description
1.	\$121,275.00	2013-14	Permanent		0	Correct structural deficit in Department 610 (software licenses, maintenance, and contracts). The costs in this area have grown substantially based on campus need, increased enrollment, and costs related to cloud services to address business continuity needs. This adjustment will partially address this problem
2.	\$151,515.00	2013-14	Permanent		1	Provide permanent funding for Manager of Application Services. Approval to hire this position was given based upon a one-time allocation of money from the President; this would provide permanent funding for this position.
3.	\$99,206.25	2013-14	Permanent		0.75	Staffing to support ramp up in online and blended courses. This funding will provide a 3/4-time faculty development specialists who will provide the training and support to faculty.

TO ALLOCATE                      \$371,996.25    1.75

	<b>Permanent</b>	<b>Temp</b>	<b>FTE Staff</b>	<b>18.8</b>
<b>Total</b>	\$1,756,493.25	\$328,912		
<b>Campus-wide Base Adj</b>	\$38,595	60,000		
	<u>\$1,795,088</u>	<u>\$388,912</u>		
<b>GRAND</b>	\$2,184,000			