



Channel Islands

CALIFORNIA STATE UNIVERSITY

OFFICE OF THE PRESIDENT

January 18, 2023

Dear Cabinet Members,

I appreciate your critical thought and advisement in Cabinet discussions over the past several months pertaining to financial impacts of the enrollment crisis that we are navigating. With nearly 25% fewer students in Fall 2022 compared to Fall 2020, with retention numbers from Fall 2022 to Spring 2023 coming in lower than anticipated, and with a Chancellor's Office multi-year cut in our general fund allocation beginning in 2024-2025 (which will be presented at the upcoming BOT meeting on January 24-25, and we will discuss specific figures and impact on CSUCI in SRPC meeting on January 27), I must unfortunately institute a hiring chill effective immediately.

Before the winter break, I began reviewing all vacancies/searches that were listed as of mid-December and have received updates from all of you on each position. As we discussed, I did not want to disrupt any searches that were in the final stages of the process. As such, any search that was scheduled to host finalists on campus before the end of the year or in the midst of negotiations were authorized to move forward, while all other searches (unless otherwise noted) were put on hold until further notice. For those authorized searches where negotiations may have failed, they will be on hold until further notice. I want to ensure our HR webpage listing current searches is updated accordingly as soon as possible.

Hiring Chill

This is not a hiring freeze, as I recognize that some positions are essential for campus health, safety, compliance, critical operations, and strategic growth. As such, I ask that everyone utilize the following questions to evaluate whether you submit a formal Request for Hiring Chill Waiver: *1) to what degree are the health and safety of the campus community impacted by this position; 2) to what degree are compliance and critical campus operations impacted by this position; 3) to what degree is future growth of the campus impacted by this position?*

We must also do our best to ensure that the individuals in your divisions are not overly burdened by being short-staffed in their areas. We know from Fall 2022 Campus Climate Survey quantitative results that the majority of our employees are already feeling overwhelmed by their workload. As such, please initiate conversations with all of your direct reports to answer the questions: *What can we stop doing? What must continue?*

In doing so, I ask that you prioritize current work, programs, and initiatives in the following areas – with the assumption that our DEIA work and good, actionable data are solidly embedded in each of them: *1) further developing our academic identity and strategic vision; 2) enhancing our student experience/success;*

One University Drive, Camarillo, California 93012-8599 Tel: (805) 437-8410 Fax: (805) 437-8414 www.csuci.edu

3) *improving regional engagement and impact*; 4) *enrollment growth*; 5) *philanthropic success*. I also understand that these categories are broad and will require us to further refine and articulate the priorities within each area to better inform budgetary decisions moving forward.

Additional Funding Source Considerations

1. Vacant positions funded through philanthropic support are authorized to move forward (but please submit a formal Request for Hiring Chill Waiver to ensure we are tracking accordingly).
2. For self-support units (i.e., Auxiliary Enterprises; Auxiliary Organizations; and fee-funded positions), please carefully review and evaluate updated proformas based on enrollment projections to inform whether you would like to request to move the search forward.
3. Special consideration will be given for those positions that are funded through a specific earmark in the general fund (i.e., basic needs, foster youth, mental health). For these vacancies, please submit a formal request so we can track accordingly.

Moving Forward

This hiring chill is only one aspect (although a significant one) of our comprehensive budget planning in response to our enrollment challenges. We will be engaging the broader campus community in this planning through our Strategic Resource and Planning Committee – with an immediate focus on our 23-24 budget planning process and concurrent focus on our outyear enrollment projections and details on the appropriations cut beginning in the 24-25 fiscal year.

Perhaps most importantly, while immediate and longer-term cost mitigation strategies are necessary, we also need to carefully and thoughtfully invest in areas that will further promote the long-term strategic success of our University. We will be submitting our Enrollment Management Report to the Chancellor's Office on February 1, which will outline our comprehensive enrollment management plan and inform our work on multiple levels moving forward (within the context of our budget realities). We will be engaging the campus community in this work through our Enrollment Management Town Halls, SRPC, and other formal structures throughout the Spring 2023 semester.

There is no doubt that CSUCI is at a critical juncture. Our strength, indicated in Fall 2022 Campus Climate Survey results, is our shared concern for the future of our University. I ask each of you and all members of our campus community to reconnect explicitly with why you came to serve the people, communities, and employers of this particular region. In this difficult time, I ask that you devote yourself anew in service to our student body, prioritizing those five categories of shared endeavor that will see us through challenges of contraction in the near term, necessitated by current enrollment and retention patterns. We will come out stronger on the other side of the challenges we face if we are steadfast in holding service to students and service to our region as our North Star.

Sincerely,



Richard Yao, Ph.D.
President



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Section Two: Strategic Hiring Rationale

Link to Priorities (Check all that apply)

Strengthens Academic Identity

Enrollment Growth

Other Considerations:

Enhances Student Experience

Philanthropic Success

Expands Regional Engagement

Regulatory Compliance

Health/Safety/Risk

State Designated Appropriation

(Basic Needs/Foster Youth)

Identify major tasks that will not be completed if position is not filled. Include impact to campus operations, programs, and students.

Additional information for consideration (impact to campus health and safety, impact to compliance and critical campus operations, impact to future growth of the campus):

Check boxes to confirm:

Job description is attached.

Organizational chart is attached. (Must highlight vacant position with identifying position number, FTE and status (FT/PT) within each box/position).

Submit completed form via email to Human Resources at hr.forms@csuci.edu. The form will be reviewed for completeness and routed for signatures. A copy of the signed form will be provided to the initiator.

Hiring Manager Approval/Signature:

Division Budget Director/AVP Approval/Signature:

Division Vice President Approval/Signature:

President Approval/Signature:

cc: Budget, Faculty Affairs, Human Resources