



# Strategic Resource Planning Committee

Virtual  
Thursday, April 13, 2023  
1:30 - 3:00 PM

# Topics

1. Welcome - introducing Nancy Dean
2. Enrollment Update - Summer and Fall
3. FY 23-24 Divisional Savings Targets and Bridge Plan
4. Divisional Budget Planning Process for FY 23-24
5. Strategic Directions/Accreditation

# Summer 2023 Enrollment Update

- **Currently 323.6 FTES / 1629 unique enrollments**
- **About a month to go before classes are cancelled**
- **Still very early in process — some large groups are not yet registered**
- **Digital campaign is going well — new campaign for FTFY launching soon**

# 23-24 Admissions

- **Admitted numbers are in line with targets, down about 5% from previous years, but exceeded lowered targets:**
  - **FTF 115% of target**
  - **Transfers 118% of target**
  - **Total new admits = 11,105 vs target of 9700.**
- **Deadline for three-step intent to enroll is May 2**
  - **no actionable data until that time**
- **More substantial update ready by May 5<sup>th</sup> SRPC meeting.**

# Our Path Forward...

## **Tactical roadmap** for FY 23-24

- **23-24 Bridge: defer permanent budget reductions until 24-25**
  - Allow time for new EMM Team to impact new student enrollment
  - Renewed focus on retention initiatives
  - Strengthen brand and regional identity – ADV Consulting
- **Build foundation for change and multi-year planning**
  - Develop time-phased plan for AMP prioritization and resource needs
- **Expand operational capacity** - efficiency & effectiveness
  - Leverage technology
  - Business process review - opportunity cost focus

# Our Path Forward...

## **Tactical roadmap** for FY 23-24

- **\$7M budget savings target:**
  1. Hiring Chill/Salary Savings
  2. Aligning Instructional Budget with Enrollment
  3. Operational Savings/Efficiencies
  4. All Funds Budgeting (within compliance parameters)
  5. SRPC Recommendations for Additional Mitigation Strategies
- **Methodology for determining divisional savings targets** (can also help inform how we navigate permanent cuts beginning in 24-25)

# Divisional Budget Savings Targets

	Total Divisional Budget <i>Campus Budget Plan</i>	Divisional Savings - Core Allocations	<i>Total Savings as % Div Budget</i>	Central Pool - DM (Funded via TRP)	Total Savings Goal
DSA	\$ 8,697,557	\$ 618,771	7.1%		\$ 618,771
OTP	\$ 4,676,567	\$ 184,506	3.9%		\$ 184,506
DAA	\$ 70,857,595	\$ 4,212,500	5.9%		\$ 4,212,500
BFA*	\$ 35,503,057	\$ 1,574,224	4.4%	\$ 410,000	\$ 1,984,224
UA	\$ 4,454,119	\$ 217,140	4.9%		\$ 217,140
	<b>\$ 124,188,895</b>	<b>\$ 6,590,000</b>	<b>5.3%</b>	<b>\$ 410,000</b>	<b>\$ 7,000,000</b>

\*Excludes 1.5 FTE reallocated to OTP in FY 22-23

# DAA Projected Savings 23-24

## 1. NTTF: \$2.7M plus benefits (\$3.5M)

- Minimum projected NTTF FTEF = ~103
- plus additional pass-throughs (sabbaticals, new hires, state senate, grants, etc)

## Division Targets:

- FTES: 4454 / FTEF: 261 / SFR: 17.1
- Targets and SFR arrived at through interactive process involving Deans, Chairs, and Provost

## 2. Operating Expenses (“Goods and Services”) \$700,000

- \$500,000 in reduced spending (based on actuals from past several years)
- \$200,000 from moving to Qzip (IDC), esp. for research related expenses

**NB: Vacancies in DAA (TT faculty, staff, MPPs) are typically repurposed to support temp positions.**

- Expect to continue this practice next FY



# **DAA “bottom-up” Budget Proposal Process**

- **Goal: Evaluate existing operational budgets against four strategic directions.**
  - **Seeking to reallocate internally as much as possible.**
  - **Not new initiatives, per se, but underfunded priorities.**
- **Proposals from staff, faculty, managers across division.**
  - **Call to go out 3rd week of April, w recs to Provost by mid-May.**
  - **Web resources to be available on the APB website.**
- **AVP England collaborating with Senate Budget Committee on opportunities for Senate input**

# Office of the President

Target savings: \$184,506 (3.9% of total OTP budget)

- 25 FTE in the division with only one vacancy (96% staffed)
- Engaging departmental managers to:
  - identify potential departmental savings
  - gain clarity on critical needs
  - achieve OTP savings target while mitigating impact
- Emphases:
  - non-essential travel, workshops and conferences, promotional materials,

# University Advancement

Target savings: \$217,140 (4.9% of total UA budget)

- 34 FTE in the division (82% staffed)
- Engaging division managers to:
  - identify potential departmental savings
  - focus on critical needs
  - achieve savings target while mitigating impact
- Operating budget savings
  - Non-essential travel
  - CSUCI Foundation Operating Budget support of direct fundraising activity

# Business and Financial Affairs

Target savings (incl: benefits) \$1,574,224 (4.4% of total BFA budget)

- 232.8 FTE budget - General Fund
  - 20 vacancies net of hiring chill exemptions
  - returning 11 positions for savings
- Divisional leadership risk assessment of foundational needs to support the campus
- Engagement with teams on operational efficiencies
  - what can we stop doing?
  - what should we do differently and still meet the needs of campus partners (while honoring compliance)?

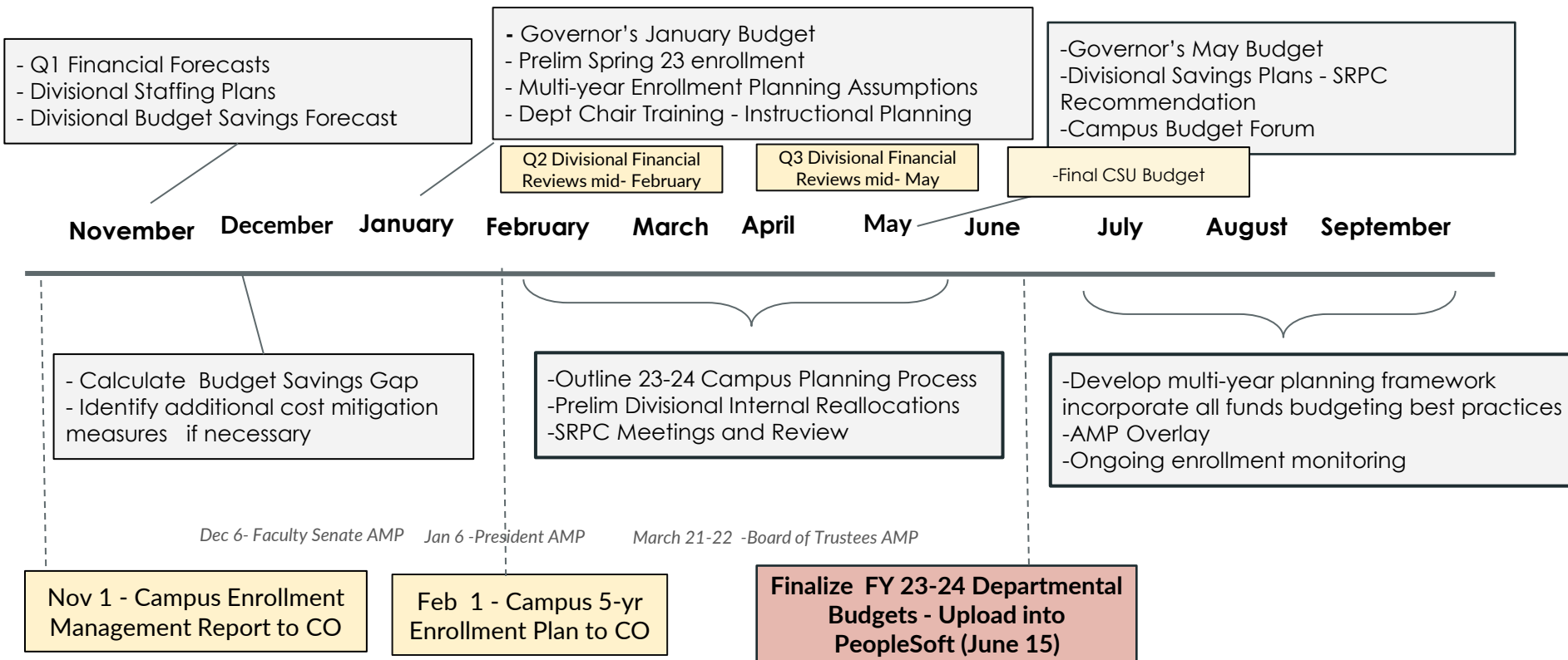
# Our Path Forward...

## Longer-term Strategy **24-25 and beyond**

1. Multiyear budget planning beginning in Fall 2024: institute permanent cuts based on annual appropriation reductions (**\$2.7M** in 24-25; **\$2.6M** in 25-26; **\$2.5M** in 26-27)
2. Monitor enrollment changes, budget savings, and adjust projections and planning accordingly
3. Define decision points for instituting additional permanent cuts should enrollment fall below targets

**Our challenge:** *navigating the tension between the need to grow while ensuring a sustainable and balanced budget*

# CSUCI Planning Roadmap



# IEAP Update

1. \$650K awarded in Spring 2022 (Spring 2022-Summer 2023) based on SRPC recommendations.
2. Status updates due May 1.
3. SRPC review and reflections during May 5 SRPC meeting.
  - IEAP website

# Spring 2023 Meeting Schedule

Jan 27                SRPC Spring Meeting #1

Feb 16                SRPC Spring Meeting #2

Mar 2                 SRPC Spring Meeting #3

Mar 10                SRPC Spring Meeting #4

Apr 13                SRPC Spring Meeting #5

~~Apr 20                SRPC Spring Meeting #6~~

May 5                 SRPC Spring Meeting #6 (*IEAT Status Reports*)

**May 20-21        Commencement**

*June 15    Divisional Budget Sheets Due*



