



October 16, 2015

To: Campus Unit Heads

RE: Operating Budget Resource Planning: 2016-17 Fiscal Year

Dear Colleagues,

This correspondence opens the 2016-2017 fiscal year (FY17) budget discussions and becomes the starting point for developing the 2016-17 budget. Under the President's Planning and Policy Council, we remain committed to strengthening the link between the budget development process and strategic planning as well as reinforcing transparency and accountability. The process outlined below intends to advance this commitment. New accountability and reporting requirements have been issued by the Chancellor's Office using performance metrics and we include that information below.

### **Budget Process Overview**

The context for the FY 2017 operating budget is primarily set by three factors: the submission of the 2016-17 Support Budget by the CSU Chancellor's Office (CO) as presented and approved by the Board of Trustees, the actions to be taken by the State Legislature and the Governor, and the strategy and planning by the campus. The following information provides a context for the development of the FY17 budget.

As in prior years, divisions continue to prepare and submit budget materials to inform campus discussions based on strategic goals and the resources necessary to meet those goals. We continue to build on this process and units will again be asked to respond to several questions about growth needs, space requirements and new initiatives. For next fiscal year, divisions shall also respond to the six Board of Trustees' (BoT) Student Success and Completion Initiatives. These submissions, as well as forms described later, are **due to Budget & Planning by February 5, 2016**.

This fall, the Strategic Resource Planning Committee (SRPC) will meet with Cabinet to discuss CI's Strategic Plan alignment with campus and divisional plans. Budget conversations will take place during the month of February 2016. In addition, the Committee (or similar body) will convene in early spring to receive presentations on divisional base budget requests and provide input on strategic initiative investment for the campus. At the same time, divisions will also provide updates on prior year investments allocations.

### Guidelines

In developing the FY17 budget, the President has provided the following parameters:

- Align budget resource allocations with strategic planning for the short- and long-term including careful planning to support a sustainable operating environment;
- Incorporate new and additional accountability into the resource allocation process;
- Engage in necessary planning to successfully support new student FTE enrollment growth;
- Support budget environments decentralized by division;
- Aim for transparency; and
- Support outcomes as outlined in the CSU Academic Sustainability Plan and Student Success and Completion Initiatives.

## Accountability

As noted in the final FY16 Approved Budget for CI, the governor continues to support the multi-year funding plan for the CSU. <sup>1</sup> The Budget Act of 2014 required the Board to develop and approve a plan that details any changes necessary to ensure the University's academic and fiscal sustainability over a multi-year period and submit that plan to the state. This Academic Sustainability Plan also sets targets for key measures to be reported to the state. <sup>2</sup>

Additionally, the 2015-16 Support Budget of the CSU Board of Trustees identified six Student Success and Completion Initiatives.<sup>3</sup> They include: 1. Tenure-track Faculty Hiring; 2. Enhanced Advising; 3. Augment Bottleneck Solution Initiative; 4. Student Preparation; 5. High-Impact Practices for Student Retention; and 6. Data-Driven Decision Making. The CSU has focused on these six areas of funding to improve student success and completion. Going forward, annually, CI shall report to the Chancellor's Office how new general fund revenues are budgeted to support the six Student Success and Completion Initiatives.

Within the planning and reporting context of the six Student Success and Completion Initiatives, the campus has determined that to support full transparency in resource allocation, it is critical to capture additional campus level initiatives (and costs) associated with a young and developing campus. Therefore, for CI, we have identified an additional category in addition to the six initiatives that has been labeled as "Infrastructure." This seventh category can hold many forms but is intended to capture the activities and funding needed for a growing campus that is still building foundational programs for the University.

## Goal

The goal of the budget resource planning process is to create a balanced and sustainable on-going budget. This will involve actions that reflect strategic investments to achieve the goals of the campus strategic plan. Any reallocation of resources within units should also support these guidelines.

Enrollments: The Chancellor's Office adjusted funded regular enrollments for the FY16 fiscal year to 5,500 FTES. For FY17, the Academic Sustainability Plan identifies a funded enrollment growth plan of one percent based on the state's assumptions and the CSU has put forward a three percent enrollment growth plan in its early planning.

## **Initiating the FY17 Process**

An Information Item regarding planning for the 2016-17 (FY17) Support Budget was presented to the BoT at its September 2015 meeting. It includes a three percent enrollment growth increase request. The BoT will take action on the FY17 Support Budget at its November meeting.

For CI, the annual budget process continues to evolve and improve. As with prior years, meetings with the SRPC provided an excellent opportunity for us to share information about divisional resource plans and receive feedback. In addition, the goal for this next planning cycle will also be to receive input from the SRPC on the investments we make to advance CI's strategic goals.

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<sup>1</sup> <http://www.csuci.edu/strategic-resource-planning/f16-final-budget-approved-by-president.pdf> - see page 4

<sup>2</sup> Approved by the Board at its November 2014 meeting. <http://www.calstate.edu/budget/fybudget/legislative-reports/1415-CSU-Academic-Sustainability-Plan.pdf>

<sup>3</sup> <http://www.calstate.edu/budget/fybudget/2015-2016/executive-summary/uses.shtml>

Information about the components of this year's process is provided below:

- › The planning schedule for the FY17 planning is included as Attachment 1. As noted, budget submissions are due to the Budget & Planning office (B&P) by February 5, 2016. Submissions should focus on alignment with strategic goals.
- › To support CI's commitment to transparency and accountability, budget requests again include a set of questions for response by all areas. These supplemental questions (Attachment 2) are intended further to inform budget requests at the divisional and unit levels. Key program indicators are included to help inform the campus about efforts at various levels to reach strategic goals.
- › Last year in the spring, the Academic Senate Fiscal Policies Committee requested budget information by division. Some of the information requested is historical/informational and is summarized by division in Attachment 3. This attachment includes, by division, the historical salary and staffing information for the previous three years and a summary of the FY16 original budget requests and the final approved budget by division. Other requested information relates to new budget request(s); that has been embedded into the Supplemental Questions to be completed by divisions.

Finally, information on the submission tools (Excel workbook sheets) is included as well as a reference listing of reporting units/departments.

**Please email materials to Jay Chapman at [janson.chapman@csuci.edu](mailto:janson.chapman@csuci.edu). Questions about the preparation of schedules may be directed to Missy Jarnagin at [missy.jarnagin@csuci.edu](mailto:missy.jarnagin@csuci.edu).**

As always, please let us know if you have any questions or comments. We will continue to communicate with units as additional information unfolds on the state budget and as FY17 budget information is available.

Sincerely,

Gayle E. Hutchinson, Ed.D.  
Provost & VP for Academic Affairs

Ysabel Trinidad  
VP for Business & Financial Affairs

cc: President Rush

## Attachments

- 1 -- FY17 Budget Development Planning Schedule
- 2 -- Supplemental Questions
- 3 -- Divisional Data Summaries
- 4 -- Divisional Reporting Units/Departments Listing
- 5 -- Funding Requests Workbook (excel sheet)

## Non-State Support Operating Budgets

**Auxiliary Organizations/Public Entities** are separate legal entities that are not-for-profit organizations. Auxiliaries perform essential functions associated with CI, which are not supported by state funding (general fund appropriations). See attachment 3 for a listing of CI's three Auxiliary organizations and two public entities. **These organizations should all follow the timelines included in this memo.** Budgets should be submitted to B&P by February 5, 2016, and include FY17 budget actions as part of the appropriate Board agendas for review and recommendation no later than April 2016. After budgets have been reviewed and recommended by each entity's Board of Directors and B&P, budgets will be forwarded to the VP for Business & Financial Affairs and the President for final approval.

**Designated Operating Funds** are also known as Category 2 Mandatory Student Fees. The Student Fee Advisory Committee ([www.csuci.edu/sfc/sfacc.htm](http://www.csuci.edu/sfc/sfacc.htm)) oversees all student fees. Each fee has an advisory committee which reviews individual requests; each advisory committee should prepare a detailed recommendation based upon the estimated headcount for FY17. This headcount is posted to the B&P website. Budgets should be submitted to B&P by February 5, 2016. Once reviewed, budgets will be forwarded by B&P to the VP for Business & Financial Affairs and to the President for final approval.

**Auxiliary Enterprise Funds** are self-support units but not separate legal entities. These entities generate revenue by various means such as through the collection of tuition for Extended University course, the collection of parking fees from faculty, staff and students, and finally housing fees for students who reside in campus-managed student housing. If bond debt has been issued to support facilities, each of these entities must ensure that bond debt is covered first, and then operations with funding set aside for reserves. Funds cannot be transferred from state appropriations to cover the expenses for these units. Therefore, these enterprises must ensure that enough revenue is collected to cover estimated expenses. Additionally, if bond debt has been issued, budgets should closely align with financial proformas prepared at the time debt was issued. If substantial variances exist, they must be reviewed and explained in detail to ensure that the campus will comply with the Debt Service Coverage Ratio requirements mandated by the Chancellor's Office. As with other non-operating funds, budgets should be submitted to B&P by February 5, 2016. Once reviewed individual budgets will be forwarded by B&P and the VP for Business & Financial Affairs to the President for final approval.

**Attachment 1**  
**FY17 Budget Development Planning Schedule**\*

**2015**

- October Student Fee Advisory Committee begin meetings for FY17 budget preparation; Cost Allocation plan discussions begin
- October 2 Strategic Resource Planning Committee (SRPC) meeting; Launch of FY17 Planning and current year budget updates
- October 16 FY17 Budget Instructions distributed to Campus Budget Heads and posted; FY17 Divisional/Unit Budget Preparation officially begins
- Nov 3 – Feb 5 Divisions/Units prepare FY17 budget requests based on unit-divisional goals and objectives and linked to the University’s strategic plan goals

**2016**

- January 9 Governor submits budget to Legislature
- February 5 FY17 unit budgets due to B&P
- February 8 B&P begin initial review of FY17 budget submissions
- February Cabinet budget discussions take place
- Campus Town Hall meetings take place to present proposals by divisions to the campus community
  - SRPC convenes to receive Cabinet updates and provide input on FY17 budget submissions
- March Final draft budget prepared based on divisional requests based on SRPC input
- April Vice Presidents complete plans for their respective division and share final plans with SRPC
- April Final Budget FY17 recommendations to President
- April 11 Hyperion B&P open for input for all units for FY17 budget
- May Governor’s May Revise
- May 22 Hyperion closes for further input for all units
- June President approves FY17 final budget.

\* Detailed calendars are posted on the Budget & Planning website.

**Attachment 2**  
**Supplemental Questions**

1. Strategic Planning and Reporting. Please provide an overview of your current strategic plan (1-2 pages per **direct reporting unit/department**), as appropriate, along with progress toward goals. A listing of divisional units/departments is attached to identify these units in Attachment 4.
  - a. Discuss how your division supports the student-centered mission and strategic plan of the University.
  - b. Discuss any reallocation of resources in your division to address operating needs changes that have already been addressed by your division.
2. Please provide a description of new growth funds requested in the attached Funding Request Workbook (Attachment 5). Include a summary of any operational risks that CI must work to mitigate over time. Note that new funding for strategic investment is limited, so your summary should provide a clear sense of how your unit intends to minimize risk, maximize service, and if necessary, repurpose existing funds to do so.
  - a. Address how your request supports the University's Strategic Plan and the Trustees' Student Success and Completion initiatives.
  - b. Discuss any major budget challenges for the division in FY17.
3. Considering your strategic plans (particularly if they assume growth) please provide a short summary (1-2 pages at most per direct reporting unit/department) that relates these plans to your current space assignment. You may wish to consider the following questions in your response:
  - a. Does your current space inventory meet current programmatic requirements? Or, does the type or quality of the space place any constraints on your ability to meet program requirements? If not, please provide specific quality or space type concerns (location, specific quality concern, etc.).
  - b. Will your unit be able to accommodate your growth plans within existing inventory of space? If additional space will be necessary, please describe the amount, type, or quality of additional space you may need to meet programmatic objectives and growth plans.
4. Your Funding Request Workbook (question 2 above) may have identified growth plans and, if so, as part of question 1 your unit should have included a description of the funds necessary to support such growth. For this section, please provide specific requests for **new** initiatives in support of CI's Strategic Plan. Please provide a one-page summary to describe the request, identify how much funding is requested by an initiative, whether temporary or permanent funds are requested, and how the funds would be spent (new positions, systems, etc.).
5. Please include a one-page organizational chart for your division to include total FTE employees.

**Attachment 3**  
**Divisional Data Summaries**

Below are historical staffing with FTE for faculty, staff and students reflecting changes from year to year. These are the final approved budgets; original plus any perm adjustments such as salary increases. Please note the first two years reflect position management changes.

CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS						
Historical Staffing						
	2013/14		2014/15		2015/16	
	FINAL		FINAL		CAMPUS	
	ALLOCATIONS		ALLOCATIONS		BUDGET	
	\$	FTE	\$	FTE	PLAN	FTE
<i>Office of the President</i>						
PERSONNEL COSTS						
SALARIES AND WAGES						
Management	520,352	3.0	517,538	3.0	517,538	3.0
Non-Represented	210,378	3.0	298,561	5.0	463,176	6.0
Represented Staff	184,497	4.3	470,779	8.4	442,837	8.4
Overtime	1,500	0.0	2,053	-	1,500	-
Stipends Bonus Allowances	60,000	0.0	60,000	-	60,000	-
Student Assistants	35,553	2.0	46,000	2.5	53,070	2.9
Salary Pool					35,888	
<b>Subtotal, Salaries and Wages</b>	<b>1,012,280</b>	<b>12.3</b>	<b>1,394,931</b>	<b>18.9</b>	<b>1,574,009</b>	<b>20.3</b>

CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS  
**Historical Staffing**

	2013/14		2014/15		2015/16	
	FINAL ALLOCATIONS		FINAL ALLOCATIONS		CAMPUS BUDGET PLAN	
	\$	FTE	\$	FTE	\$	FTE
<b><i>Academic Affairs</i></b>						
<b>PERSONNEL COSTS</b>						
<b>SALARIES AND WAGES</b>						
Tenure Track Faculty	7,796,311	90.8	9,449,419	107.0	11,174,856	121.0
Department Chair	1,635,396	18.0	1,794,816	18.8	1,959,192	19.0
Librarians	679,928	9.0	611,452	9.0	590,064	8.8
Lecturers	7,080,444	133.6	7,192,025	133.6	8,502,930	141.6
Management	1,486,894	10.0	1,759,960	13.0	1,770,731	13.0
Non-Represented	1,253,091	14.8	1,483,219	17.8	1,483,219	17.8
Represented Staff	4,353,020	90.5	4,584,221	94.5	4,338,637	93.0
Stipends Bonus Allowances	750		750		750	
Student Assistants	355,799	18.8	355,799	18.8	351,810	18.8
Special Consultants	20,242		30,710		28,850	
Salary Pool					164,320	
<b>Subtotal, Salaries and Wages</b>	<b>24,661,875</b>	<b>385.5</b>	<b>27,262,371</b>	<b>412.5</b>	<b>30,365,359</b>	<b>433.0</b>



CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS  
Historical Staffing

	2013/14		2014/15		2015/16 CAMPUS BUDGET PLAN	
	FINAL ALLOCATIONS		FINAL ALLOCATIONS			
	\$	FTE	\$	FTE	\$	FTE
<b><i>Business and Financial Affairs</i></b>						
PERSONNEL COSTS						
SALARIES AND WAGES						
Management	897,216	6.0	1,055,506	7.1	1,055,506	7.1
Non-Represented	2,475,036	32.0	2,693,271	32.0	2,693,271	33.0
Represented Staff	5,785,702	117.8	6,182,145	121.8	6,306,145	123.8
Overtime	262,900	0.0	262,900	-	262,900	-
Stipends Bonus Allowances	191,100	0.0	186,060	-	186,060	-
Student Assistants	197,895	10.0	206,535	10.9	206,535	10.9
Special Consultants	6,267	0.0	6,267	-	6,267	-
Shift Differential	49,600	0.0	64,000	-	64,000	-
Salary Pool	-	0.0	-	-	290,680	-
<b>Subtotal, Salaries and Wages</b>	<b>9,865,716</b>	<b>165.8</b>	<b>10,656,684</b>	<b>171.8</b>	<b>11,071,364</b>	<b>174.8</b>

CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS  
Historical Staffing

	2013/14		2014/15		2015/16 CAMPUS BUDGET PLAN	
	FINAL ALLOCATIONS		FINAL ALLOCATIONS			
	\$	FTE	\$	FTE	\$	FTE
<b><i>Student Affairs</i></b>						
PERSONNEL COSTS						
SALARIES AND WAGES						
Management	472,149	3.0	568,212	4.0	568,212	4.0
Non-Represented	435,973	6.0	583,929	7.0	582,091	6.5
Represented Staff	1,281,164	24.8	1,588,372	32.3	1,681,140	34.3
Student Assistants	184,969	9.8	285,543	15.1	285,543	15.1
Salary Pool					118,294	
<b>Subtotal, Salaries and Wages</b>	<b>2,374,255</b>	<b>43.6</b>	<b>3,026,056</b>	<b>58.4</b>	<b>3,235,280</b>	<b>59.9</b>

CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS  
**Historical Staffing**

	2013/14		2014/15		2015/16	
	FINAL ALLOCATIONS		FINAL ALLOCATIONS		CAMPUS BUDGET PLAN	
	\$	FTE	\$	FTE	\$	FTE
<b><i>University Advancement</i></b>						
PERSONNEL COSTS						
SALARIES AND WAGES						
Management	274,561	2.0	281,892	2.0	281,892	2.0
Non-Represented	403,164	4.0	413,928	5.0	501,492	6.0
Represented Staff	454,398	10.0	455,548	10.0	469,260	10.5
Student Assistants	63,000	3.3	63,000	3.3	63,000	3.3
Salary Pool					12,402	
<b>Subtotal, Salaries and Wages</b>	<b>1,195,123</b>	<b>19.3</b>	<b>1,214,368</b>	<b>20.3</b>	<b>1,328,046</b>	<b>21.8</b>

CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS  
**Historical Staffing**

	2013/14		2014/15		2015/16	
	FINAL ALLOCATIONS		FINAL ALLOCATIONS		CAMPUS BUDGET PLAN	
	\$	FTE	\$	FTE	\$	FTE
<b><i>Technology &amp; Communication</i></b>						
PERSONNEL COSTS						
SALARIES AND WAGES						
Management	635,526	5.0	666,276	5.0	666,276	5.0
Non-Represented	376,930	4.0	395,168	4.0	396,060	4.0
Represented Staff	2,633,818	35.8	3,106,259	42.0	3,120,548	43.0
Student Assistants	150,000	7.9	207,850	11.0	207,850	11.0
Salary Pool					88,111	
<b>Subtotal, Salaries and Wages</b>	<b>3,796,274</b>	<b>52.7</b>	<b>4,375,553</b>	<b>62.0</b>	<b>4,478,845</b>	<b>63.0</b>

California State University Channel Islands  
2015/16 Original Budget Requests and Approved Budgets

	Permanent Base Budget				Temporary Budget	
	Request		Approved		Request	Approved
	\$	FTE	\$	FTE	\$	\$
Academic Affairs <sup>1</sup>	2,407,175	8.8	3,038,905	30.0	726,300	1,241,520
Advancement	62,988	1.5	87,000	1.0	62,988	-
Business & Financial Affairs	172,356	3.0	114,000	2.0		-
President	279,978	2.5	220,184	2.0		-
Student Affairs	454,775	5.0	190,000	2.0	196,944	50,000
Technology & Communication	409,000	2.0	130,000	1.0	87,300	60,000
<b>Total</b>	<b>3,786,272</b>	<b>22.8</b>	<b>3,780,089</b>	<b>38.0</b>	<b>1,073,532</b>	<b>1,351,520</b>

<sup>1</sup>Original Request did not include funding for TTF

**Attachment 4**  
**Operating Fund Budget**  
**Divisional Reporting Units/Departments**

UNIT

DISTRIBUTION

- Office of the President  
Rush/Evans Taylor/Remotti
  
- Academic Affairs  
Provost & VPAA  
Hutchinson/Wakelee/Hartung/Harrington
  
- Academic Programs
  - > Arts & Sciences  
Carey
  - > Business  
Cordeiro
  - > Centers  
Hartung
  - > Education  
Buchanan
  - > Library  
Wallace
  - > Continuous Improvement/WASC  
Wallace
  - > Writing Center  
Wallace
  - > Teaching Learning Innovations  
Leafstedt
  - > RSP  
Miller
- Enrollment Management  
Dang
- Fee Supported: Extended University<sup>1</sup>  
Berg
  
- Advancement  
Ipach/Bracamontes
  
- Business & Financial Affairs
  - VP B&FA  
Trinidad
  - Administrative Services  
Blaine
  - Facilities Services  
Gormley/Cooper
  - Financial Services  
Jarnagin
  - Human Resources  
Pavin
  - Public Safety  
Reid
  - Fee Supported: Parking<sup>2</sup>  
Reid
  
- Students Affairs
  - VPSA  
Sawyer/Rice
  - Student Life  
Pena
  - Wellness & Athletics  
Lebioda
  - Fee Supported:  
Housing & Residential Education<sup>3</sup>  
Derrico
  
- Technology & Communications
  - VP T&C  
Berman/Frazier
  - Technology
  - Communications & Marketing

<sup>1, 2, 3</sup>Auxiliary Enterprises

### **Auxiliary Organizations:**

<u>UNIT</u>	<u>DISTRIBUTION</u>
• Associated Students Associated Student Body Fee Student Body Center Fee	Derrico/Thompson Derrico/Thompson
• Foundation	Ipach/Bracamontes
• University Glen Corporation	Blaine
• CSUCI Site and Finance Authority	Blaine

### **Designated Operating Funds:**

• Instructionally Related Activities	Wakelee
• Recreation & Athletics	Lebioda
• Materials, Service, Facility, Technology	Berman/Wakelee
• Health Services Fee/Health Facility Fee	Lebioda

### **Auxiliary Enterprise Budgets:**

• Extended University <sup>1</sup>	Berg
• Parking <sup>2</sup>	Reid
• Housing & Residential Education <sup>3</sup>	Derrico