



Channel Islands
CALIFORNIA STATE UNIVERSITY

OFFICE OF THE PRESIDENT

2016/2017 Budget Request

GENERAL OPERATING	Permanent	Temporary	Total
New Benefitted Position	4.00	-	4.00
Salaries & Wages	195,930	-	195,930
Salary Adjustments			-
Operating & Maintenance	90,781	100,000	190,781
TOTAL GENERAL OPERATING REQUEST	286,711	100,000	386,711



Channel Islands

CALIFORNIA STATE UNIVERSITY

OFFICE OF THE PRESIDENT

2016/2017 Budget Request

GENERAL OPERATING	Temporary	Permanent	Total	FTE
Office of the President	---	--	--	--
Title IX/ Inclusion	--	137,434	137,434	2
Institutional Effectiveness	100,000	149,277	249,277	2
TOTAL GENERAL OPERATING REQUEST	100,000	286,711	386,711	4





OFFICE OF THE PRESIDENT

FY 16-17 BUDGET SUPPLEMENTAL QUESTIONS

1. Strategic Planning and Reporting.

Office of the President

The Office of the President (OP) supports the President in his responsibilities to further the Mission of California State University Channel Islands and to provide exemplary programs and service for our students by fostering community partnerships and leveraging collaborative resources. The OP takes seriously its mission to steward the University's Mission and Strategic Goals. The current OP Strategic Plan supports these efforts and was recently revised to support the updated University Strategic Plan. The progress/accomplishment of our strategic initiatives is assessed regularly through document management and workflow systems, which allow for awareness and adherence to reporting requirements and regulations for the campus. Campus compliance is analyzed through the running of regular reports. OP staff also meets regularly to evaluate our effectiveness in support of the President and the campus in advancing the University Mission. In addition, the work of Community & Government Relations (C&GR) within the Office of the President supports the University Mission and strategic initiatives and programs by building relationships that develop into partnerships and community engagement opportunities. C&GR is consistently seeking opportunities to develop partnerships and relationships into additional funding opportunities for the University. C&GR is responsible for advocacy on behalf of the University and the CSU System. External relations progress is assessed through the Campus Matrix Tool reviewed monthly and submitted semi-annually to the Chancellor's Office. Through these advocacy efforts key educational and relevant legislative support for the campus and the CSU has been garnered. For FY 16-17, the Office of the President will not be requesting additional base budget and will absorb annual increases in expenses, such as for memberships, by reallocating the existing base budget within the department.

Please find below the Mission and Strategic Initiatives of the Division of the Office of the President and their relationship to the University Strategic Plan and Board of Trustees Student Success and Completion Initiatives.

OFFICE OF THE PRESIDENT MISSION STATEMENT

Placing students at the center of the educational experience, the Office of the President, as stewards of the University's Mission, Vision, and Values, assists and supports the President in fostering academic excellence, internal and external community building, and the operation of the University under the policies, rules, and regulations of the Trustees. With enthusiasm, efficiency, and effective communication, we provide a service-oriented, professional and confidential environment for students, faculty, staff, alumni and the public.

Office of the President Strategic Initiative Summary		
Strategic Initiative	CI Strategic Initiatives	Board of Trustees Student Success and Completion Initiatives
Ensure compliance of local, CSU, state, and federal requirements, rules, regulations governing higher education institutions.	3D	
Take an active role in the creation of the ideal campus culture.	2A, 3C, 3D,	6
The Office of the President serves as a model of CI's commitment to excellence by providing a service oriented, professional and confidential environment which services the campus community and the public.	2A	
Support and expand external relations.	3C, 3D	
Lead the campus in creating a culture of assessment, evidence-based decision-making and the responsible use of data.	3A, 3B, 3D	6
Support the President in his vision, goals and values.	3, 3C, 3D	6

Title IX/Inclusion

Title IX & Inclusion (T9I) is a cross-divisional expert resource responsible for cultivating and sustaining an inclusive, safe learning and working environment on campus to ensure the equitable access necessary for all to thrive in our educational programs and beyond. A new unit established less than one year ago, the office is charged with advancing and managing the campus's diversity and equity initiatives, including those related to campus compliance with the Title IX Educational Amendments of 1972. In leading the development and administration of new comprehensive inclusion programs, T9I addresses all reported matters related to equity and nondiscrimination, facilitates community engagement and education on issues of social justice and diversity, develops policy that furthers the true meaning of being an "inclusive" university, and builds campus capacity for effective sexual violence prevention and response. In so doing, the office strategically aligns the campus' goals and objectives with all federal and state non-discrimination requirements and laws and aims to promote a greater sense of belonging for students, faculty and staff who bring diverse perspectives to the University.

A critical function of the T9I office is University-wide oversight of all aspects of compliance with Title IX, Titles VI and VII of the Civil Rights Act of 1964, the American Disabilities Act of 1990, Sections 504 and 508 of the Rehabilitation Act of 1973, the Reauthorization of the Violence against Women Act of 2013 (VAWA), the CSU Nepotism Policy and all associated system wide Executive Orders and related legislative mandates. Major perennial projects in this area include performing climate assessment relative to the areas, such as the annual Affirmative Action Plan (AAP) and supervising the review and resolution of all reports, complaints and/or requests for reasonable accommodation made pursuant to institutional equity policies. This includes those lodged with external governmental agencies, such as the United States (US) Department of Education's Office of Civil Rights (OCR), the US Department of Justice (DOJ), the Equal Employment Opportunity Commission (EEOC) and the California Department of Fair Employment and Housing (FEHA).

Naturally, the work of T9I is critical to promoting student success on campus to ensure degree completion is not catastrophically interrupted by a Title IX or other alleged civil rights incident that goes improperly addressed by the administration. T9I strives to ensure the likelihood of a student facing such a significant challenge on our campus is reduced through efforts on many fronts, including engaging diverse perspectives to promote meaningful peer-to-peer dialogue on the national epidemic of sexual violence and issues of marginalization of historically underrepresented groups and to help empower them to learn to become contributing members of society that help end these circumstances. Measures of success include increased topical visibility and engagement on campus, increased reporting and engagement of assistive resources by victims, consistent and complete reporting of incidents by non-confidential employees, and campus satisfaction of efficacy and level of fairness in response to incidents.

Strategic Initiatives for T9I and Benchmark Progress toward those initiatives is outlined in the following chart.

Strategic Initiative	Establish robust and effective campus response to reports of discrimination, harassment and retaliation (including sexual misconduct) at CI.	Metrics Supported	Benchmark progress as of Jan. 22, 2016
Support Steps	<ul style="list-style-type: none"> Develop standardized archive and ongoing record-keeping system of complaints and and/or DHR-related incidents. 	CI: 3A; 1B, 1C; CO: 6, 7	The office completed a complete data gathering and audit of all DHR related complaints from each relevant area (HR, Student Conduct, Housing, University Police and Faculty Affairs). Archives were created where appropriate records did not exist.
	<ul style="list-style-type: none"> Create clear understanding amongst the University employee community about their role in responding to and addressing reports of discrimination, harassment & retaliation, including sexual violence. 	CI: 2A, 2B, 1A, 3A ; CO: 6, 7	Mass email communication distributed to employees at the beginning of AY providing copies of policy. Numerous in-person trainings presented for Student Life, Deans and Chairs, DSA Student Assistants, ResEd Staff, all new employees where none was provided in the past. To date, only two student incident reports received by my office this academic year of approximately 85 reports total were initially not properly forward for review, as compared with more than 75% all reports in past academic years. Ongoing oversight of online Title IX training for all employees, inaugurally launched this Fall. Both a Title IX site and Inclusion campus website have been created for EEs and students to get to information quickly when needed.
	<ul style="list-style-type: none"> Equip students in a trauma-informed manner with sufficient knowledge to recognize issues of discrimination and sexual misconduct and seek help from appropriate resources. 	CI: 1A, 1B, 1C, 2C; CO: 6, 7	Students have received the first-ever published Title IX rights and options brochure (a federal requirement since 2011). They have received online training. A new vendor has been secured for this academic year, with planned rollout at the end of next month. The turnout for Sexual Assault Awareness Week reached several hundred students (the highest participation numbers ever) and the office's in-person orientation was assessed by new students in the top 2 of approximately 15 sessions they sat in during IVO. The inaugural Slutwalk demonstration in November 2015 occurred with participation of over 80 students, community members and staff. Both a Title IX site and Inclusion campus website have been created for EEs and students to get to information quickly when needed.
	<ul style="list-style-type: none"> Respond to complaints in an appropriate, prompt manner. 	CI: 3A; 1B, 1C; CO: 6, 7	All campus responses to complaints have been aligned with the University policies governing the process and have largely adhered to the strict policy requirements of the system wide procedures. The audit revealed that less than one-third had been appropriately handled in the preceding 3 academic years. However, due to backlog created by the significant time most investigations take to complete, currently about three-quarters of the investigations conducted require exhaustion of the full timeline (OCR recommended 60 working days), while the remaining are completed under (permissible by policy) extension.

	<ul style="list-style-type: none"> • Forge new community partnerships to develop a strong network of resources in Ventura County to respond to the epidemic of sexual violence on college campuses. 	CI: 3A; 1B, 1C; CO: 6, 7	Developed first-ever contract for services for victim advocacy on CI's campus. Students and staff now have access to an entirely confidential resource for counseling and advocacy services in connection to issues of sexual misconduct or dating violence. Currently designing an advocacy and support option for students or staff who are accused of policy violation. Expected completion for item is April 2016. Fall 2015: Collaborated with Ventura County Safe Harbor Steering Committee and County Sexual Assault Response Team to update response protocols to reports from students to reflect consideration of parallel Title IX review. Ongoing, since Spring 2015: Serve as educator for The Coalition's 40 Hour Certification Training for Sexual Violence Counseling.
	<ul style="list-style-type: none"> • Collaborate on case management cross-divisionally to enhance campus ability to respond to DHR incidents and identify problematic patterns. 	CI: 3A; 1B, 1C, 1D; CO: 6, 7	The Committee to Eliminate Sexual Violence will meet under its new mandates this Spring. Case management review across divisions with T9I office, Student Conduct, Housing and University Police has been ongoing beginning this semester.
	<ul style="list-style-type: none"> • Create environment that encourages reporting of DHR issues. 	CI: 3A; 1B, 1C, 1D; CO: 6, 7	Audit revealed a total of 50 DHR related student complaints lodged with the University from AY 12-13 to AY 14-15. Of the 50 complaints, the new T9I office addressed more than half of the incidents in the three (3) months the office existed until the end of semester. The office received over 100 contacts regarding issues across all community groups this last academic semester.
Strategic Initiative	Assess campus climate and provide data-driven recommendations to Cabinet on policies and practices that further equity and inclusion at CI.		Benchmark progress as of Jan. 22, 2016
Support Steps	<ul style="list-style-type: none"> • Reimagine the structure and mission of the President's Committee on Human Relations, Diversity & Equity to drive away from a legalistic approach to civil rights issues. 	CI: 3A; 1B, 1C, 1D; CO: 6, 7	Current membership contributed to developing new Committee mission statement at the end of last term. Currently in the process of recruiting new (diverse) membership of committee to be selected by division and interest rather than employee role or student leadership position. First meeting with new Committee to occur February 2016
	<ul style="list-style-type: none"> • Conduct a baseline campus-wide climate survey. 	CI: 3A; 1B, 1C, 1D; CO: 6, 7	Funds are allocated this FY for a climate survey for all students and staff. The HERI Diverse Learning Environments Survey is on track to be administered in April 2016. The follow-up faculty component, which can only be administered in Fall, will occur in Fall 2016. This will give CI its first ever comprehensive survey about climate across all three groups.

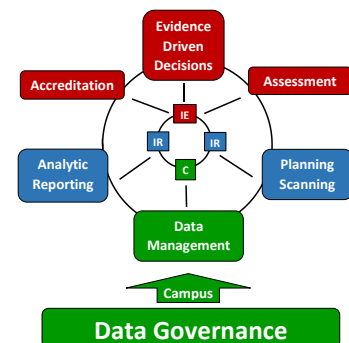
	<ul style="list-style-type: none"> • Create and University-wide Diversity & Inclusion Strategic Plan. 	CI: 3A; 1B, 1C, 1D; 2A; 2B; CO: 6, 7	The plan must be data driven, and therefore, will be synthesized once initial results are received back from the campus. Strategies related to sexual violence prevention are developed in an ongoing manner with the T9I/DHR case management team. In the meantime, will continue to inventory informal feedback from Welcoming Diversity trainings, held 1-2 times a semester, and student focus groups.
	<ul style="list-style-type: none"> • Facilitate completion of necessary annual reports. 	CI: 3A; 1B, 1C, 1D; CO: 6, 7	Completed the 23 legislative mandates for CI in October 2015. At the time of arrival, CI was the furthest behind in audit, with outstanding completion of 15 of 23 items. January 2016: Will complete AAP using new partnership with Biddle, giving the University greater certainty in the analytics of the data and insurance should it face audit. Statistical reports on sexual violence submitted in August 2015 demonstrate significant action by CI against those found responsible for perpetrating sexual harassment/violence.
	<ul style="list-style-type: none"> • Evaluate retention and recruitment practices for equity issues. 	CI: 3A; 1B, 1C, 1D, 2A; CO: 6, 7	In the infancy of evaluating employee and faculty recruitment checklists to standardize a more diverse advertising practice. Will utilize AAP to help understand needs of units.
Strategic Initiative	Lead campus discourse on issues of institutional equity.		Benchmark progress as of Jan. 22, 2016
	<ul style="list-style-type: none"> • Support the Division of Student Affairs as an advisor and partner in its intercultural programming. 	CI: 3A; 1A, 1B, 1C, 1D; CO: 6, 7	Collaborations this academic year to date include the Noon Forums, SlutWalk, Sexual Assault Awareness Week, Walk a Mile in Her Shoes and Tunnel of Oppression.
	<ul style="list-style-type: none"> • Resurrect the campus Accessibility committee. 	CI: 3A; 1A, 1B, 1C, 1D; CO: 6, 7	Office has identified stakeholder membership needed. Will hold at least two meetings before semester ends, with bi-monthly meetings to follow. Discussions centered on universal design and high impact practices affecting those needing reasonable accommodation across the University.
	<ul style="list-style-type: none"> • Facilitate student conversations on social justice issues in and beyond our community. 	CI: 3A; 1A, 1B, 1C, 1D; CO: 6, 7	Spring 2016: Also in Spring 2016, collaborating with HRE and Student Leadership to develop community involvement fair "InClte" for students seeking to partner with social activism organizations.

Institutional Research, Planning and Effectiveness

Institutional Research, Planning and Effectiveness (IRPE) is nearing the completion of its second year with a revised strategic plan. The department began as the Institutional Effectiveness Office, focused narrowly on “developing, enhancing, and maintaining information to support the strategic plan, to measure improvement, and exhibit accountability in the academic enterprise.” This mission was predicated, however, upon the existence of a data governance infrastructure, an Institutional Research office to produce reliable institutional data, and a related set of business processes for managing and accessing such data. With the hire of the new director, it became clear that these prerequisites did not exist. Moreover, there were no archived institutional data of any sort upon which to develop effectiveness studies. In response, the office reorganized as “Institutional Research, Planning and Effectiveness” and revised its strategic plan to build a more comprehensive and mature institutional data infrastructure.

Figure 1 depicts a model of the top six primary tasks for a mature institutional data infrastructure and the university offices generally responsible for managing those tasks. IRPE’s revised strategic plan flows from each of these, as discussed below. The outer circle denotes the function; the inner circle denotes the responsible office. There is a prerequisite order to the circle, which flows from bottom to top. IRPE began as the office of Institutional Effectiveness, which is located at the top (red). The additional responsibilities that IRPE has taken on are reflected in the functions that fall below this and that are generally managed by Institutional Research (IR) offices, Information Technology (IT) offices, and other campus partners responsible for data governance.

Figure 1: Mature Institutional Data Infrastructure



Adapted from Posey & Pitter (2012), p. 4

Data governance is foundational, as no other function can be accomplished without it. It refers to the policies, roles and responsibilities that govern the management and use of institutional data. This is a campuswide responsibility that usually takes the form of an institutional data governance council with representation from all units that employ data custodians or stewards. *Data management* refers to the enactment of the policies, roles and responsibilities as developed by the governance council. It involves the extraction, definition, transformation and centralization of institutional data that ultimately flow into an IR office for reporting and analytics. IRPE is advancing these efforts for our campus. Via grant funding, IRPE hired iData Consulting to advise CI on the creation of our inaugural data governance infrastructure, which includes a governance council, a process to codify campus definitions, and a set of policies to guide institutional data needs as we grow. IRPE also contributed a significant portion of its budget (\$45,000) to assist T&C in purchasing Blackboard Analytics, which will serve both as the IR data warehouse and as the source of campuswide access to official university

data. Additionally, IRPE purchased SAS and other state-of-the-art technology to both integrate data and their access across platforms and to vet and to analyze those data once accessed.

As Figure 1 depicts, once effective data governance is established and the related institutional data infrastructure and business processes for extraction are in place, raw/transactional data are captured and transmitted into an *Institutional Research* office for transformation into standardized campus “institutional data” as defined by university, state and federal policy. IR offices archive and draw upon these data to respond to mandated reporting and university planning needs that require basic statistics summarizing enrollment and profiling student, faculty, staff and classroom populations according to certified definitions. The new IRPE office has: centralized all standardized reporting data; aligned CI reporting definitions with CSU, state and federal policies; benchmarked basic campus metrics for comparison with similarly situated universities (“scanning”); implemented a formal data request process to assist with tracking and responsiveness; and, as campus data become reliable, IRPE provides University statistics to divisions and programs and posts key University analytics and benchmark studies on the IRPE website. Lastly, in collaboration with T&C and Enrollment, IRPE is creating a data warehouse (via Blackboard Analytics) and planning a spring 2016 data cookbook launch to standardize campuswide use of data and definitions.

Institutional Effectiveness offices are responsible for the systematic, integrated and ongoing process of evaluating data and information that provide evidence to demonstrate that the university is achieving its mission and goals. IE offices conduct advanced analytical studies, lead campuswide assessment, accreditation, program evaluation, grant analytics, and student success efforts. Each division manages its own accreditation, assessment and evaluation plans, telling us how well it is achieving divisional goals. IE offices coordinate accreditation, assessment and evaluation efforts across all divisions, telling us how well the campus is doing as a whole. IE offices draw upon IR data to design analytic studies and to develop key performance indicators and other measures of success to improve continually campus policy and practices and to support performance-based funding. But for this to be so, there first must exist a comprehensive data governance infrastructure, reliable data management, and standardized, warehoused and accessible institutional data upon which to build effectiveness efforts. While building-out these foundations, IRPE has simultaneously created planning, evaluation, assessment and evaluation templates and processes in preparation for reliable University data. As data have become available, IRPE has delivered not only basic descriptive statistics, but comprehensive analytics to support HSI and other grants, alumni outcomes, enrollment trends and forecasts, academic program review, assessment of student learning outcomes, the Student Success Initiative, and other analytic studies mandated by the CO and federal regulatory bodies.

If IRPE’s first year involved triage, the second involved implementing initial solutions to move CI toward a mature institutional data infrastructure. Our revised priorities, in order, are 1) establish institutional data governance structures and policies, 2) ensure accurate and reliable institutional data management, 3) build-out institutional research data and reporting, and 4) provide evidence-driven analytics that support the strategic plan, the assessment and accreditation needs of programs and divisions, and student success. Progress towards these objectives is outlined in the table below.

Institutional Research, Planning and Effectiveness (IRPE) Strategic Plan, 2016-17

Strategic Initiative	Establish Institutional Data Governance Structures and Policies	CI Strategic Priority	Trustee Initiative	Benchmark as of Jan. 1, 2016
Support Steps	Lead campus data governance activities	3A,3C,3D	6,7	Launching Data Governance Council in spring 2016. In initial stages of forming the committee..
	Work with Technology and Communication and other units to improve data integration, ensure data integrity, and address data management issues	3A,3B,3C,3D	6,7	Onboarding data warehouse student module. Vetting data for integrity. Launching data cookbook in 2016. Financial Aid module scheduled for 2016. Integrating IR files with warehouse.
	Develop roles, policies and procedures for the appropriate access, use and reporting of institutional data	3A,3B,3C,3D	6,7	With iData's consultation and in collaboration with T&C and Enrollment, IRPE is establishing a data governance council to begin in Spring 2016. IRPE is the lead on this project. The council will direct data governance polities and practices.
	Provide oversight and training for responsible data stewardship,	3A,3C,3D	6,7	Parallel to the establishment of data governance council and the data warehouse launch. IRPE staff currently training on software and protocols and will play leading role in training campus once launched.
Strategic Initiative	Ensure Accurate and Reliable Institutional Data (IR Data Management)	CI Strategic Priority	Trustee Initiative	Benchmark as of Jan. 1, 2016
Support Steps	Create a standard data dictionary and communicate its use widely	3A,3B,3C,3D	6,7	Secondary to the establishment of data governance council, but part of the output of that council. IRPE working with iData (and campus) to launch Data Cookbook in 2016-17
	Develop Institutional Research data files for official reporting and analytics	3A,3B,3C	6,7	Basic ERS (enrollment history) files have been restored and archived. Working with T&C to add key fields to the data for more comprehensive analyses. Working with Blackboard team to integrate IR files into warehouse.
	Develop a data warehouse of official primary and secondary sources	3A,3B,3C,3D	6,7	Moving forward on three fronts: 1) IRPE has reestablished CI's official enrollment history which is used for all official reporting. 2) IRPE is adding to this official history other data commonly used by campus but not captured by the ERS/Census process. This will serve as "easy access" data for priority campus needs. 3) In collaboration with T&C and Enrollment, IRPE is building a data warehouse via Blackboard.
	Ensure the accuracy and validity of reporting data through proper governance and data "seals of approval."	3B,3C,3D	6	Moving forward on three fronts: 1) IRPE is collaborating with T&C and Enrollment to build a data governance infrastructure which will direct institutional data management and processes on campus. 2) Student record data are being validated as they are extracted from PS and transferred into Blackboard Analytics. 3) IRPE is now the established source of all official enrollment data (via ERS/Census files).
Strategic Initiative	Create Accessible and Transparent Institutional Data Access for Internal and External Audiences (IR Data Access and Reporting)	CI Strategic Priority	Trustee Initiative	Benchmark as of Jan. 1, 2016
Support Steps	Develop business processes for appropriate access to and usage of institutional data	3A,3B,3D	6,7	Electronic data request process created, implemented and in beta testing. Working with iData, T&C and other campus partners to establish policies, roles & responsibilities for access to and usage of IR data.
	Develop a data repository and robust website for standard, interactive reports	1A,1C,3A,3D	4,5,6,7	IRPE reconstructed official enrollment records dating back to our inaugural semester. Standard enrollment, student success and other key performance indicators are now reported annually on the IRPE website. Interactive website is secondary to data validation and warehousing, which are in progress.
	Coordinate CSU, State and Federal reporting	3A,3D	4,5,6,7	Established IRPE as coordinating office for all CO mandated reporting, IPEDS, VSA/College Portrait, SAM, WASC, NSSE, BCSE, CLA and other mandated reporting. ERS relocated to Enrollment. APDB relocated to Academic Affairs. All reporting deadlines have been met in 2015. Working to build Common Data Set to streamline reporting.
	Encourage campus discourse about data through frequent campuswide meetings, involvement in department/division assessment plans, and interactive website	3D	4,5,6,7	IRPE is active in: Data & Donuts, Cabinet presentations, divisional presentations, strategic planning presentations, program review presentations, cross-divisional assessment presentations & committees. Website presently provides University statistics in PDF form. Interactive technology / dashboards secondary to database development.
Strategic Initiative	Provide Analytical Studies that Support the Strategic Plan of the University, the Evaluation, Assessment and Accreditation Needs of Programs and Divisions, and Student Success	CI Strategic Priority	Trustee Initiative	Benchmark as of Jan. 1, 2016
Support Steps	Identify the appropriate data needs of the campus to support the strategic plan of the University and the assessments/evaluation needs of programs and divisions	1A,1C,2A,3D	1,2,3,4,5,6,7	IRPE continues to inventory divisions, programs and departments for data needs. We have a comprehensive account from Student Affairs and are working iteratively with Deans, Chairs and Directors in Academic Affairs to identify their needs. We also work iteratively with the HSI grant writers to accommodate their complex data requests.
	Create longitudinal data sets specific to planning, evaluation, assessment and accreditation	1A,1C,3A,3B,3D	2,3,4,5,6,7	The data needs of the campus (identified above) are being recorded and compiled in order to design data sets specific to each ongoing need. We already have a fairly comprehensive understanding of academic program review and HSI grant data. Other programs are in development. These files will be housed in the data warehouse once launched.
	Develop analytic studies for program reviews, student learning outcomes, survey research, performance metrics and accountability reports	1A,1C,3D	1,2,3,4,5,6,7	The more advanced analytic studies needed to address University effectiveness require reliable and standardized data. Hence, we are limited in what we can produce at this time. Nevertheless, we have successfully provided analyses in support of WASC, the program review process, HSI grant writing, student success mandated reporting, IPEDS mandated reporting and more.
	Develop student success metrics and indicators	1A,1C,3D	2,4,5,6	From the reconstructed enrollment files, IRPE produced the most standard indicators of student success: enrollment, retention, graduation, time-to-degree, and how these vary by socio-demographic, economic and geographic groups. IRPE has begun the process of moving beyond description of these trends into examining explanations for their variations. The director of IRPE will serve on the Student Success Partnership Committee in 2016, a body which will further direct these efforts.
	Coordinates the development and evaluation of key performance indicators of campuswide effectiveness	1A,1C,2A,3D	1,3,4,5,6,7	IRPE has taken a leading role in developing Key Performance Indicators both divisionally and campuswide including strategic planning, assessment of student learning outcomes, program review, Chancellor's Office initiatives involving student success, and the Trustee Initiatives. Additionally, IRPE played a key role in WASC reaccreditation metrics and analyses.

2. New Growth Funds.

Office of the President

At this time, the Division of the Office of the President will be requesting new growth funds only for Institutional Research, Planning and Effectiveness and Title IX/Inclusion.

The major budget challenge the department of the Office of the President (OP) could potentially face is the uncertainty of the needs of the new President, such as staffing and operational costs possibly including travel, business meals and hospitality, above our estimated budget projections.

The OP assumes much risk for the University concerning multiple areas that affect the reputation and accountability of the University as a whole. Adherence to policies, regulations, and reporting deadlines are, ultimately, the responsibility of the President who relies on staff and administration within the OP and throughout the University to ensure compliance and to maintain a standard of excellence. OP serves as a check and balance in this area in collaboration with colleagues across campus. OP also serves as a front line for students, faculty, staff, community members, donors, government officials, etc. as they develop their impressions of and relationship with the University and facilitates positive experiences for visitors, guests and dignitaries. In a similar vein, the OP facilitates the building of positive and collaborative relationships with community members and government officials, locally, nationally, and internationally, in support of advocacy, partnerships, and development, among others, for the benefit of our students. The fostering of a reputation of innovation and excellence, having strong, collaborative relationships with community partners, and effectively delivering the needs of the University and the CSU system to legislators are essential to the growth and development of programs and services for our students.

Title IX/Inclusion

Title IX and Inclusion (T9I) respectfully requests \$137,434.00 in permanent additional funds for FY16-17. Operationally, the funds are to provide a means for new compliance requirements currently without funding. Two positions are also requested to meet the heavy investigation docket and an almost constant need for incident response management by T9I's lone Officer.

The T9I office is closely approaching one full year of existence. Prior to the establishment of the T9I Officer role at CI, Human Resources managed the responsibility for campus compliance with Title IX, while various offices in the Division of Student Affairs provided some educational programmatic support for students. The efforts of these entities were independent in nature. Upon hire in 2015, the Officer determined that the campus had significant deficiencies in even basic compliance requirements, particularly in the critical area of response, investigation, and disciplinary adjudication of student complaints alleging Title IX or other discrimination, harassment and retaliation (DHR) violations. This was later further affirmed by an internal audit performed by T9I in connection with an information request received from the US Department of Education's Office of Civil Rights (OCR). The request flowed from a long dormant, but never formally closed, student complaint. As a result, the University should anticipate the potential strict ongoing monitoring by the governmental agency moving forward for at least the next several years. Compliance with directives from the audit and others like it will be critical to maintain the security of our federal, and even state funding, as loss of funds or major fines are the consequences for failure to meet regulatory requirements.

New salary requested is \$65,000 to augment the budget in order to allow for the recruitment of two (2) additional positions, contingent on the office receiving additional funds for its operational needs. Currently, the responsibilities of the previously approved Sexual Assault Counselor position are being provided through the campus contract with The Coalition for Family Harmony (total contract cost is \$43,370). The previously approved \$65,000 for the Sexual Assault Counselor position will be reallocated to fund the Confidential Analyst Support position and \$10,000 of the Manager for Equity Programs position. An additional \$72,434 in operating funds are being requested for the following federally and/or state required compliance initiatives: (1) Victim Advocacy Services, (2) Campus Climate Survey, (3) Student Title IX Training, (4) Affirmative Action Plan Administration and (5) Ongoing Prevention Campus Workshops and Training. For FY 15-16, in order to cover the costs of these mandated programs that were previously not budgeted, T9I is utilizing the salary savings from the Sexual Assault Counselor to cover these costs. Also, in order to prepare for the recruitment of these new positions, should they be approved prior to July 1, the office will reallocate existing FY 15-16 budget to cover the costs of recruitment, furniture purchases for new offices, and other onboarding necessities.

The first requested new position, a Confidential Support Analyst (CSA1 annual salary \$55,000), will be an essential part of the efforts to facilitate more efficient communication between parties who bring incidents for review and those who subsequently participate because they are implicated or called as witnesses. Principally, this position will be the front line face of an office for drop-in visitors, which are frequent, as typically the office interfaces with campus individuals in a state of crisis. The Analyst will not only expedite resolution of concerns before investigation by being a constant presence in the office, but they will fast track investigations by creating schedules efficiently to complete necessary meetings. Currently, the amount of time that is spent scheduling and following up with individuals who may be avoiding engaging on an issue because the sensitive and difficult nature of the matter under review is immense. Because the office of one model requires the Inclusion Officer to constantly shift priorities around depending on what issue is most exacerbated or threatening in a given moment, there are more reschedules for meetings than other personnel might see and a lot of effort is devoted to finding mutually convenient times for up to 5 parties during investigatory meetings. The Analyst will be able to manage all communication with the participants, including facilitating accommodation with faculty members for impacted students or Housing and Residential Education for those who reside on campus, which will free up the Inclusion Officer to concentrate time on oversight of the actual investigations.

Because so much time of the only current position in the office is devoted to responding to incidents (currently over 90% of the Officer's time, as this last AY has seen an average of 5-10 reports per week, with each incident at a minimum requiring approximately 10 hours of administrative work or oversight), the Officer's other responsibilities, such as providing leadership to three different University-wide bodies, and completing data-driven diversity and inclusivity mapping and goal-setting, are not being fully addressed. With the addition of the Support Analyst, management of the logistics of each committee would be streamlined, allowing the Inclusion Officer to return focus on content and strategic planning. The same can be said of the ongoing diversity trainings and discussion forums being sponsored or co-created by the office—with this additional staffing, events can become more meaningful and complex.

Finally, with the exploding requirements for data measurement in the area of equity, especially Title IX, the Analyst will become the analytic-capturing expert for the office, helping the University better see its weak spots in response, whether it be timeline or satisfaction of outcome or resolution. With ongoing evaluation taking place, rather than when the Inclusion Officer has a spare moment to aggregate data, adjustments to protocols can be made immediately and students and employees will ultimately be more satisfied in their participation in the process.

Secondly, the office requests an additional management position, a Manager of Equity Programs (Admin I/\$75,000 annual salary), to alleviate the tremendous investigative bottleneck that has been created. While CSU Channel Islands has identified four (4) other investigators on campus: the Assistant Provost, the Director of Recreation, the Director of Human Resources, and the Director of Student Engagement, the workload of each of these individuals is such that they do not have the time resource to devote significant amounts of time to investigations, which may take an entire work week or more to complete. The University, which is currently undergoing review by the US Department of Civil Rights, would be best served to build the infrastructure necessary to have in place a dedicated incumbent to address the pattern of exponential increase in complaints received on our campus. Per the governing CSU Executive Orders, any investigator in the CSU of a DHR or Title IX related complaint must be an MPP. The proposed salary reflects the minimum amount that could reasonably be proposed for a position who ideally has some legal training and carries a juris doctorate.

Operationally, the additional \$72,434, as described above, is requested permanently to fund annual mandatory compliance programs or services. Victim advocacy services provided to sexual assault victims have been adopted as mandatory in the CSU after the system committed to provide this resource on every campus in wake of the California State Auditor's 2013 Title IX review of higher education institutions. The contract with The Coalition for Family Harmony, budgeted for \$43,370, allows the campus to meet the needs of the requirement, and more importantly, the community members impacted by sexual violence on our campus at a reduced cost as compared to hiring an employee. The remainder of the budget request covers other legally required initiatives. The campus must conduct an annual climate survey to evaluate the safety and integrity of its learning environment (\$7,000) and provide training for each student (\$15,680) not only online in a mandated form to ensure all regulatory requirements are covered in the information disseminated, but also in proactive bystander intervention workshop settings in throughout the year (\$2,884). Finally, as a result of the creation of the T9I office, responsibility for the administration of the University's Affirmative Action Plan (AAP) now ultimately lies with the T9I Officer. In a review of previous plans prepared and the associated process to pull relevant data, the Officer, in collaboration with Human Resources, determined the need for additional third-party expertise to evaluate the recruitment and hiring metrics at CI to ensure the most accurate report. The additional funding of \$3,500 protects the University in a much more secure fashion from federal audit and will lead to a clearer presentation of our progress. The investment in this service not only ultimately allots additional time for other responsibilities both in T9I and Human Resources, but it will add value to the University's public-facing image, since this document must necessarily live online, accessible for all to see.

Notably, all of the operational programs described herein are costs T9I is already incurring now. For FY 15-16, in order to cover the costs of these mandated programs that were previously not budgeted, the office is utilizing the salary for the Sexual Assault Counselor to cover these costs. In order to prepare for the recruitment of these new positions, should they be approved prior to July 1, the office will reallocate existing FY 15-16 budget to cover the costs of recruitment, furniture purchases for new offices, and other onboarding necessities.

Institutional Research, Planning and Effectiveness

The funds requested for FY 16-17 support the re-envisioning of Institutional Research, Planning and Effectiveness (IRPE) to include both Institutional Research and Institutional Effectiveness functions, which will allow the department to meet the most immediate and critical needs of the University as a whole, including: data governance; the development, standardization and warehousing of institutional research data; the assessment, evaluation and accreditation needs of divisions and programs; the support of our HSI status and related grant funding; and more. This request is vital to all three strategic priorities: critical to Student Success, critical to Educational Quality, and critical to Realizing our Future via infrastructure-building, leveraging technology, stewarding resources, and to the growing need of our University to have accurate and accessible data to support strategic planning, decision-making, accountability and increased reporting requirements, including all six of the mandated Trustee Initiatives and related budget focused on improving student success outcomes.

To accommodate the data governance and Institutional Research responsibilities of the expanded IRPE office, Institutional Research, Planning and Effectiveness respectfully requests two permanent research analysts specific to these new duties. The total salary for the two positions is \$149,000. However IRPE will reallocate \$18,070 from previously budgeted student worker salary to lower this request to \$130,930. IRPE also respectfully requests a permanent increase of \$18,347 in operating costs. These are the minimum costs associated with the increase in staff, training (PeopleSoft, Blackboard, Pyramid, etc.), computers, software licensing (SAS, Tableau, etc.), attending mandated CSU IR training and more. Note that IRPE will also reallocate \$20,400 from FY 15-16 to pre-purchase office furniture, technology and supplies needed for the new employees should the positions receive approval. Lastly, IRPE requests a one-time operating allocation of \$100,000 to support consultation, implementation, and campuswide training for the data governance infrastructure, the data cookbook (standardized and published data definitions), the data warehouse (Blackboard Analytics) and the development of IR data archives.

The Senior Institutional Research Associate position (Associate, Academic & Institutional Studies II) is essential to developing the Institutional Research function, designing IR data files, the data warehouse, the common data set and other databases used for all IRPE functions. This position will also author standard SAS and related programming codes needed to integrate databases across platforms, will serve as lead analyst on key IR-related analytical studies, and will support grant analytics. IRPE respectfully requests \$62,930 of the total \$81,000 in salary for this position. \$18,070 will be reallocated from the Student Assistant salary line.

The Junior Institutional Research Analyst position (Research Technician III) is responsible for the daily maintenance, update and enhancement of all IRPE data files once created and will maintain all SAS programming updates. This position will also manage campus data requests and maintain the IRPE website and databases that supply it. IRPE respectfully requests \$68,000 for salary to fund this position.

In collaboration with T&C and Enrollment, IRPE has undertaken several campuswide initiatives to standardize, warehouse and make accessible official institutional data. Via grant funding and reallocation of existing resources, we have purchased a data warehouse that will serve as the repository of all official institutional data. It will also serve as an easy-access report and dashboard builder for internal campus, divisional and program needs. Via grant funding (\$106,000), we also secured iData Consulting to assist with building a data governance infrastructure that includes the development of a data governance council, standardizing campus definitions (cookbook), reorganizing business processes, centralizing data management, rebuilding the request process and more. The process of initially building, governing, managing, standardizing and warehousing institutional data is labor intensive. Each line of data in the many thousands of tables in PeopleSoft have to be vetted before they are translated into the data warehouse. This requires technical skills that span both Oracle/PeopleSoft and Blackboard Analytics. This combination of skills do not reside in any one individual on our campus. Hence, we need training in the form of onsite consultants/trainers and offsite workshops. CSU Stanislaus completed similar initiatives and training about 5 years ago for their data governance and warehouse launch. The fees associated with the consultant they used for staff training totaled \$73,000, which did not include external training. Hence, IRPE respectfully requests \$100,000 in one-time operational funds to support this process and any unforeseen expenses that may arise during this infrastructure-building effort.

	FY 15-16	FY 16-17	FY 16-17 Increase
Salaries	\$286,663.00	\$417,593.00	\$130,930.00
Operating	\$47,174.00	\$65,521.00	\$18,347.00
Total	\$333,837.00	\$483,114.00	\$149,277.00
One-Time	-	\$ 100,000.00	\$ 100,000.00

To summarize, the total new permanent money requested for FY 16-17 is \$149,277, which supports the hire of two Research Analysts and the associated operational costs to accommodate expanded IRPE duties. Additionally, IRPE respectfully requests a one-time operating allocation of \$100,000 to support the implementation of and the consultation and campuswide training for the data governance infrastructure, the data cookbook (standardized and published data definitions), the data warehouse and the development of IR data archives. Lastly, IRPE will allocate \$18,070 in salary formerly budgeted for student workers to offset new analyst salaries. Recall that IRPE will reallocate \$20,400 from FY 15-16 to pre-purchase office furniture and as much technology and supplies as possible to offset the new operating budget request should the new positions be approved; IRPE reallocated \$45,000 FY 15-16 to assist with the purchase of the data warehouse; and IRPE secured a \$106,000 grant to independently fund the first phase of the data governance initiative.

Concerning risk, IRPE has taken a leading role in supporting the University through ensuring accurate and consistent data, providing a means for accessible data for both campus and external constituents, and initiating and maintaining a proactive approach to developing appropriate metrics and analytics to support the University strategic plan, initiatives, and resource allocation. Out of necessity, we have assumed the responsibilities traditionally managed by an office of Institutional Research, most specifically data governance, standardization, warehousing, accessibility and reporting. With only two analysts, we are working beyond our capacity to keep up with building the department while maintaining key reporting and campus project deadlines. IRPE staff amassed more than 35 comp days in lieu of overtime in 2015, and that is in addition to hiring two part-time temporary analysts to assist with HSI grant analytics. This is an unsustainable pace that risks, at the very least, staff burnout.

A review of CSU Institutional Research/Effectiveness offices indicated most operated with at least four analysts. Conversations with CSU IR/IE leads indicated that in most cases, regardless of enrollment size, this level of staffing is required to operate an office that can supply both CSU and other reporting needs and analytic studies for decision-making. As discussed throughout this document, IRPE does much more than this while simultaneously building the office. With our expanded role, our data request queue is ever increasing as is the complexity of both data and analytic requests. We are rapidly reaching the limits of our capacity to respond in a reasonable amount of time. This puts the University at risk of reporting errors and missed deadlines across mandated analytical reports, program reviews, assessment of student learning outcomes, accreditation studies and our status as an HSI. Indeed, the extremely short HSI grant timelines require IRPE to put all projects on hold for months at a time just to extract and analyze data for grant submissions and renewals. Due to their complexity, data extraction alone for a single HSI grant averages 42 labor hours, and that does not include data cleanup and analysis. IRPE manages 20 to 30 HSI grant analyses each season. Moreover, as campus FTES continues to grow, this pace will only increase with new grant development and data/analytic needs across divisions and programs. The new staff and training will directly augment our ability to overcome these obstacles. Without new IRPE analysts and the training needed to complete the data governance and warehouse implementation, IRPE will have to reduce its commitment to campus.

3. Space Needs.

Office of the President

At this time, the Department of the Office of the President (OP) has the space necessary within the President's suite to support staffing needs for the foreseeable future, with the exception of the use of University Hall West Tower as storage space. Currently, OP is borrowing a small room at the end of the University Advancement wing of University Hall for storage, however, University Advancement has requested this space back for their needs. OP has submitted an official request to Facilities and the University Space Committee to utilize the West Tower space for storage. At this time, OP will also need to remain flexible to accommodate the needs of the new President. However, Institutional Research, Planning & Effectiveness and Title IX/Inclusion have significant additional space needs as described below.

Title IX/Inclusion

The office space currently allocated to T9I includes the Officer's office and a private office for the Crisis Advocate to hold on-campus sessions. The office of the Officer also doubles as T9I's sole conference room. T9I requires constant access to a conferencing space due to the nature of investigation, involving at least one party and an advisor, in what is generally an inquisitorial discussion that can frequently feel adversarial. The Officer's space must allow complaint review and response in a discrete, private manner, and students and employees who patron the area appreciate that it is not in the thick of campus activity. The location is also strategically close to Human Resources, which frequently partners with T9I on employee relations matters.

While current space is adequate for the two existing positions, it does not permit growth at this time. The office is in a conundrum of direly needing relief from additional personnel and having nowhere to onboard an individual, not even a student assistant.

Virtually every matter under review in the Title IX & Inclusion Office is highly sensitive and confidential in nature. Whether someone is seeking resources for one of the most difficult experiences of their life, or an individual is involved in circumstances that may lead to life-altering consequences from a disciplinary standpoint, including student expulsion or employee termination, every part of the office must be adequately private but accessible to all types of campus community members.

Any space provided for T9I must be insulated from a high traffic area so that its users can feel comfortable with the level of confidentiality the space affords and, thus, many spaces on campus near classrooms and other regular University activity are not sufficient for T9I's needs. Both the Analyst and the Investigator will require private offices to hold confidential conversations regarding potential Title IX or DHR reports, as well as to house confidential materials that must be kept in accordance with record-keeping policy. A waiting area with privacy and a conference room for all investigators to utilize are also needed, but are less critical than additional private office space (so long as the T9I officer maintains a conference table in her office). As T9I grows in the future and the amount of reports the University intakes continues to increase, additional private offices will be needed for any other individual handling an investigation. In the next 2-3 years, the University should anticipate hiring at least one more investigator or compliance manager above what is requested for FY 16-17. Finally, T9I intends to eventually hire a position to assist with cultural competency development across all employee groups.

Office space would be needed, though space that is designated as a waiting area for the office could also house this position.

Institutional Research, Planning and Effectiveness

Currently, there are three offices in University Hall allocated to IRPE that presently house three permanent employees and one T&C expert programmer who supports complex IRPE data extractions. With funding from the current FY 15-16 budget, IRPE will reconfigure the offices to accommodate two new hires. This will involve converting the single largest office to house up to four staff, and the Director's office will be reconfigured to double as a team meeting/training space. While this will accommodate our currently proposed growth, it leaves no room for future growth. We are cramped and at capacity.

Regarding the type and quality of space, the current inventory falls short on two fronts. Institutional Research, Planning and Effectiveness manages highly confidential student, employee and financial records. Yet, we are not secured behind protections afforded other departments managing data of similar sensitivity. Relatedly, with the conversion of the University Hall Training Room (UH 1650) into a classroom, student traffic is heavy throughout the day, with large aggregations of students in the halls directly outside of our office doors before and after every class. To maintain security, IRPE staff must work with closed office doors all day, which is uncondusive to the collaborative nature of the work we do. Ideally, IRPE should be housed in the hallway closest to the Office of the President or in a wing that can be secured in a way similar to that of Research and Sponsored Programs, with an area for administrative and student support and a small conference room.

4. New Strategic Initiatives.

Office of the President

The Department of Office of the President is not requesting additional funding for new strategic initiatives for FY 16/17. However, the Division of the Office of the President supports the requests of Institutional Research, Planning and Effectiveness and Title IX/Inclusion as a high priority needs.

Title IX/Inclusion

As the national spotlight on Title IX and Inclusion issues continues to draw even greater scrutiny on institutional response to student allegations, coupled with proliferation of additional regulation in the area, in addition to the anticipation that possibly the University may receive a negative finding from the OCR admonishing past protocol failures, T9I must build infrastructure to respond more timely and effectively to the influx of Title IX and other equity-related reports while simultaneously enhancing prevention programming to demonstrate climate evolvment. Therefore, T9I respectfully requests \$137,434.00 in new permanent funding, which includes \$65,000 in salary and \$72,434.00 in operational costs, as delineated previously in Question 2. The new funding for these positions is critical to have the capacity to help our campus community, particularly our students, in the time that they likely need it the most. It is critical that students and their guests be protected from discrimination, harassment and retaliation in programs and activities, and that they are not subjected to an environment that fails to remedy its effects. Student success is also facilitated when our employees are in a discrimination-free

environment where they do not feel subject to hostility and are in the best position to serve our students.

To be plain, the T9I office is truly beyond its capacity with the rate of new compliance requirements and related reports to address the multiple issues that must be managed under strict policy on a daily basis. The building of strategic initiatives to move us forward in our mission for institutional inclusivity is currently stagnating as a result. Furthermore, the University is at significant risk as its incident review load becomes more unmanageable for regulatory fines or high-profile unsavory news coverage, or worse, a civil rights lawsuit. CI must ensure there are sufficient services for reporting, investigation or mediation, appropriate discipline for policy violations, and support and advocacy. It must also show it is doing more than responding to incidents by actually improve the climate proactively, or it has simply failed the mandates in another way.

By funding not only the new positions and major existing compliance requirements, including the climate survey, advocate services contract, and student training, but also maintaining support for inclusion programming for all individuals on campus, including critical committee work, the third-party review of the campus Affirmative Action Plan, and the ability for the office (and thus the campus) to stay current with best practices through memberships of the seminal professional organizations in the field and professional annual training opportunities, only then will the University is in its best position to not only be student-centered in a data driven, meaningful way on the journey to true inclusivity, but it will shield itself from the looming danger of exposure to findings of non-compliance under federal and state laws.

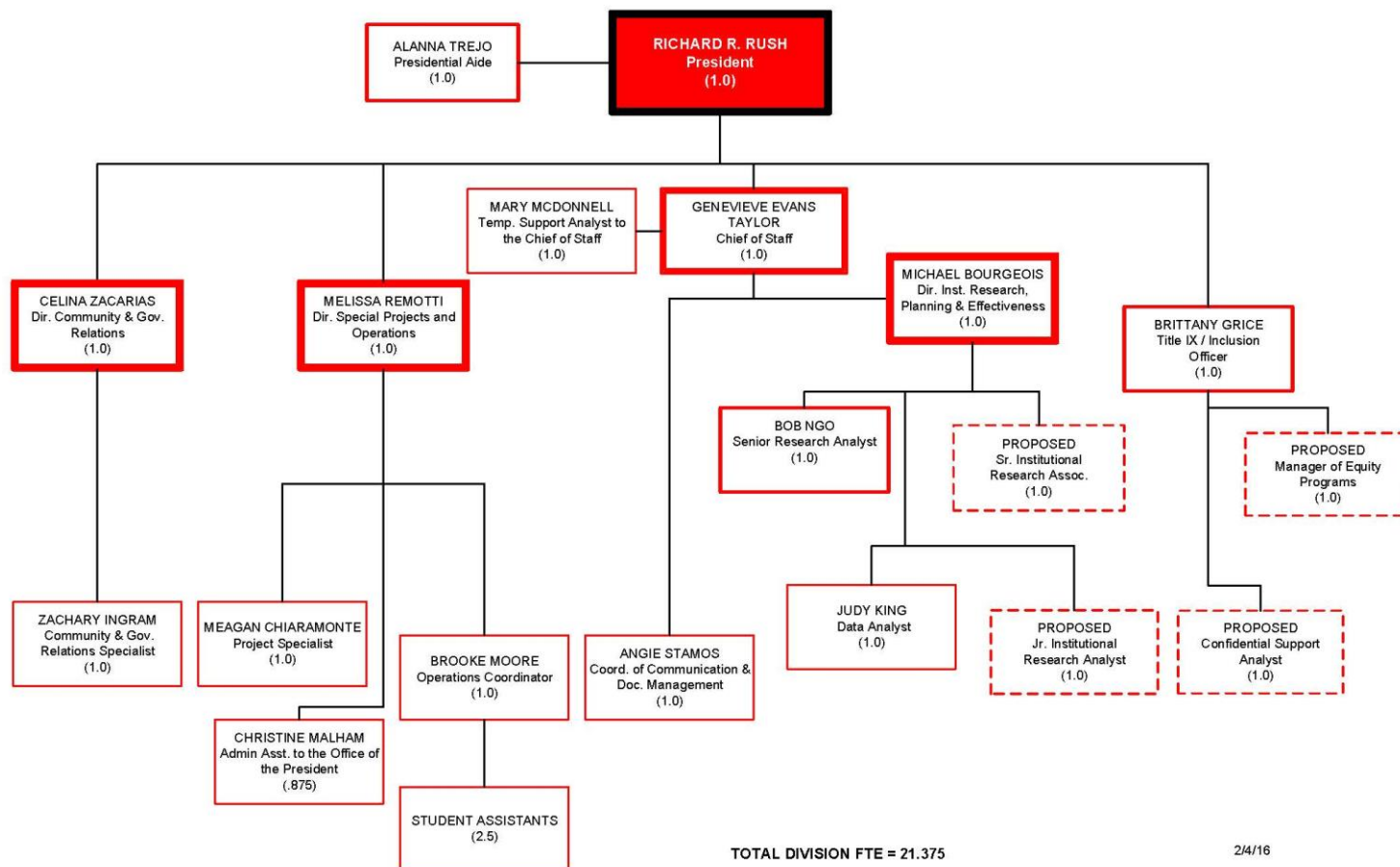
Institutional Research, Planning and Effectiveness

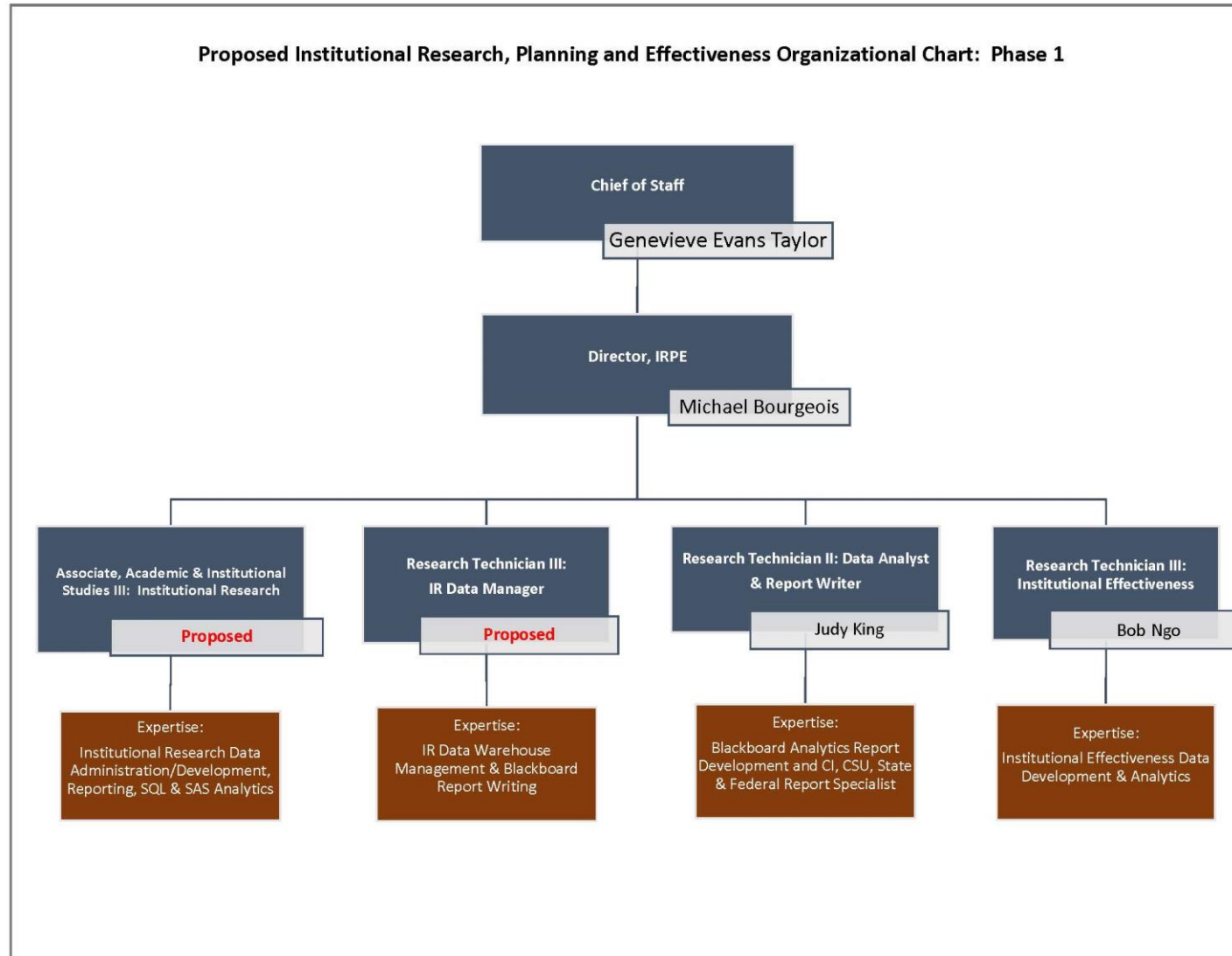
Because IRPE initiatives and growth are inextricably linked, they are described together in the response to Question 2 above. But to briefly summarize, the total new permanent money requested for FY 16-17 is \$149,277, which supports the hire of two Research Analysts and the associated operational costs to accommodate expanded IRPE duties that now include Institutional Research. Additionally, IRPE respectfully requests a one-time operating allocation of \$100,000 to support the implementation of and the consultation and campuswide training for the data governance infrastructure, the data cookbook (standardized and published data definitions), the data warehouse and the development of IR data archives – that were previously launched in the 15-16 FY via grant funding and budget reallocations.

5. *Organizational Charts*

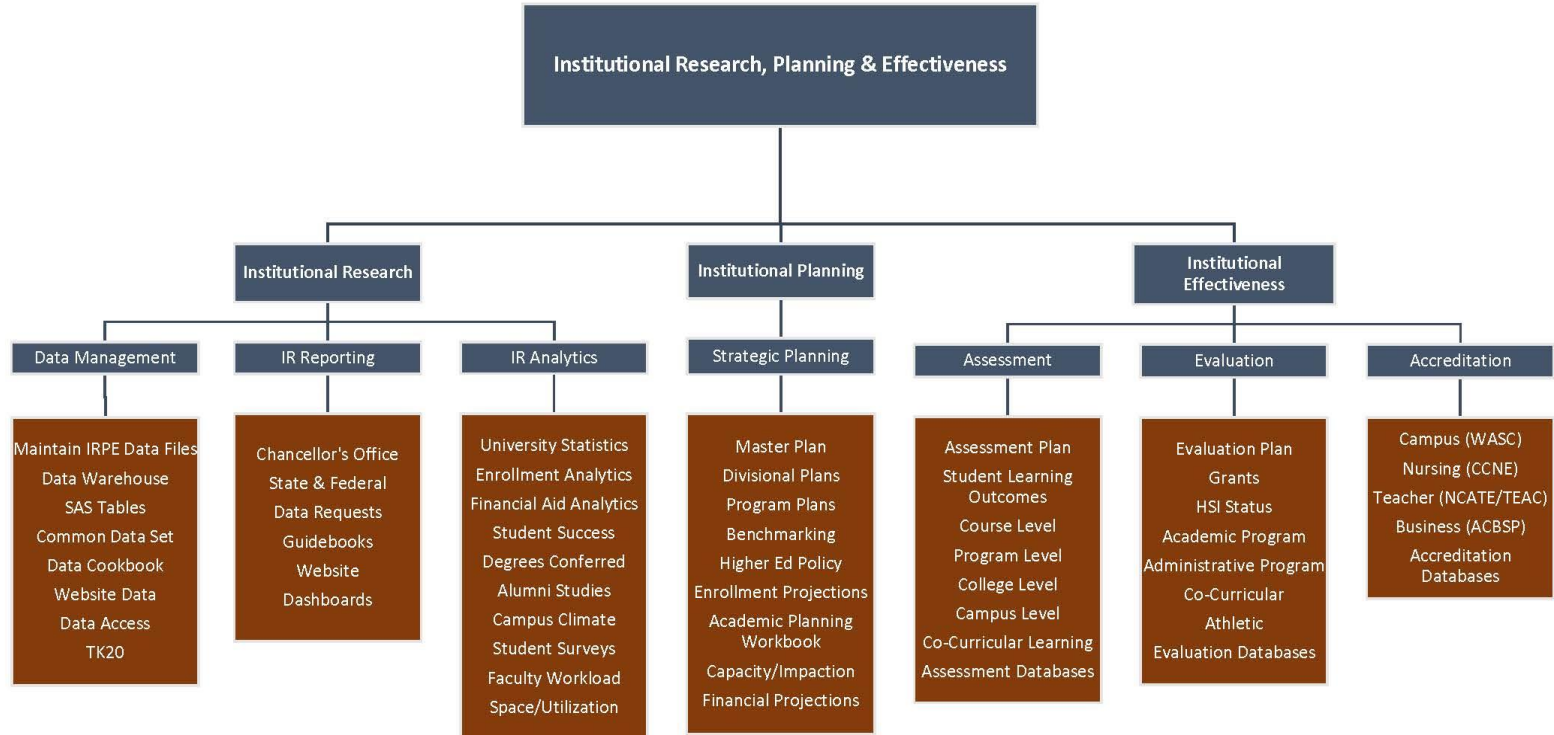
Please see appended organizational chart with current and proposed positions. Please also see functional organizational chart displaying in detail the functional areas now under IRPE's purview.

California State University Channel Islands
Office of the President





Functional Organization Chart: Institutional Research, Planning and Effectiveness



Fiscal Year 2016/2017 Budget Request Form

PERMANENT REQUESTOffice of the President

									FY16/17 Requested		
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification¹	Job Code	Annual Salary	FTE	Staffing	O&M
1	137,434	2.00	Yes	Title IX & Inclusion respectfully requests \$137,434.00 in new permanent funding. Operationally, the requests are to provide a means for new compliance requirements currently without funding. Additionally, two positions have been requested to alleviate the heavy investigation docket and an almost constant need for incident response management by the office’s lone personnel. New salary request request is \$65,000 to augment the budget to allow for the recruitment of two (2) additional positions, contingent on the office receiving additional monies for its operational needs. Currently, the responsibilities of the previously approved Sexual Assault Counselor position are being provided through the campus contract with The Coalition for Family Harmony (total contract cost is \$43,370). The previously approved \$65,000 for the Sexual Assault Counselor position will be reallocated to fund the Confidential Analyst Support position and \$10,000 of the Manager for Equity Programs position. \$72,434 in additional funds are being requested for the following federally and/or state required compliance initiatives: (1) Victim Advocacy Services, (2) Campus Climate Survey, (3) Student Title IX Training, (4) Affirmative Action Plan Administration and (5) Ongoing Prevention Campus Workshops and Training. For FY 15-16, in order to cover the costs of these mandated programs that were previously not budgeted, the office is utilizing the salary for the Sexual Assault Counselor to cover these costs. In order to prepare for the recruitment of these new positions, should they be approved prior to July 1, the office will reallocate existing FY 15-16 budget to cover the costs of recruitment, furniture purchases for new office, and other onboarding necessities.	The new funding for these positions is critical to building the infrastructure necessary to have the capacity to help our campus community, particularly our students, in the time that they likely need it the most. It is critical that students be protected from discrimination, harassment and retaliation in programs and activities, and that they are not subjected to an environment that fails to remedy its effects. Student success is also facilitated when our employees are in a discrimination-free environment where they do not feel subject to hostility and are in the best position to serve our pupils. The Inclusion office is at its capacity to address reactively the multiple issues that must be managed under strict policy on a daily basis and strategic steps in institutional inclusivity are stagnating because of this. Furthermore, the University is at significant risk for regulatory fines or high-profile unsavory news coverage, or worse, a civil rights lawsuit (as its incident review load becomes more unmanageable). CI must ensure there are sufficient services for reporting, investigation or mediation, appropriate discipline for policy violations, support, and advocacy. It must also show it is doing more than responding to incidents to actually improve the climate proactively, or it has simply failed the mandates in another way.	Confidential Analyst/Confidential Administrative Support I	1176	\$ 55,000.00	1	0	
						Manager of Equity Programs/MPP Administrator I	3318	\$ 75,000.00	1	\$ 65,000.00	
						Required - Victim Advocacy Services					\$ 43,370.00
						Required - Campus Climate Survey					\$ 7,000.00
						Required - All Student Title IX Training					\$ 15,680.00
						Required - Affirmative Action Plan Administration					\$ 3,500.00
						Required - Prevention Ongoing Campus Workshops and Training					\$ 2,884.00
						TOTALS		\$ 130,000.00		\$ 65,000.00	\$ 72,434.00

Fiscal Year 2016/2017 Budget Request Form

PERMANENT REQUESTOffice of the President

									FY16/17 Requested			
Priority	Amount Requested	Number of Positions Needed (if applicable)	Space Needed?	Narrative	Link to Metric and Measures	DETAILS: Description/Classification	Job Code	Annual Salary	FTE	Staffing	O&M	
1	149,277	2.00	No	Institutional Research Planning & Effectiveness (IRPE): IRPE respectfully requests \$149,277 in new permanent funding. To accommodate the new data governance and Institutional Research responsibilities of the expanded IRPE office, Institutional Research, Planning and Effectiveness requests two permanent research analysts specific to these new duties. The total salary for the two positions is \$149,000. However IRPE will reallocate \$18,070 from previously budgeted student worker salary to lower this request to \$130,930. IRPE also respectfully requests a permanent increase of \$18,347 in operating costs. These are the minimum costs associated with the increase in staff, training (PeopleSoft, Blackboard, Pyramid, etc.), computers, software licensing (SAS, Tableau, etc.), attending mandated CSU IR training and more. Note that IRPE will also reallocate \$20,400 from FY15-16 to pre-purchase office furniture, technology and supplies needed for the new employees if positions are approved.	As outlined in detail in the Budget Request Supplement, the funds requested for FY 16-17 support the re-envisioning of Institutional Research, Planning and Effectiveness (IRPE) to include both Institutional Research and Institutional Effectiveness functions, which will allow the department to meet the most immediate and critical needs of the University as a whole, including data governance; the development, standardization and warehousing of institutional research data; the assessment, evaluation and accreditation needs of divisions and programs; the support of our HSI status and related grant funding; and more. This request is vital to all three strategic priorities: critical to Student Success, critical to Educational Quality, and critical to Realizing our Future via infrastructure-building, leveraging technology, stewarding resources, and to the growing need of our University to have accurate and accessible data to support strategic planning, decision-making, accountability and increased reporting requirements, including all six of the mandated Trustee Initiatives and related budget focused on improving student success outcomes.	Associate, Academic & Institutional Studies II (Institutional Research)	5783	\$ 81,000.00	1	\$ 62,930.00		
					Research Technician III (Data Manager)	5680	\$ 68,000.00	1	\$ 68,000.00			
					Operational and training costs associated with two new staff & training						\$ 18,347.00	
							TOTALS		\$ 149,000.00		\$ 130,930.00	\$ 18,347.00
Grand Total		286,711	4.00						279,000.00	4.00	195,930.00	90,781.00

TEMPORARY REQUEST

Office of the President

[illegible]