“Placing students at the center of the educational experience”

2012/13 Budget Update

and

Some Thoughts on Resource Planning

Dawn Neuman, Provost & VP for Academic Affairs
Ysabel Trinidad, VP for Finance and Administration
Today, 2012-13 appropriations equal 1996-97 levels, but enrollment has increased by 90,000 students!
## 2010-12 Comparison Institutional Academic-Year Undergraduate Student Fee Rates

<table>
<thead>
<tr>
<th>Campus</th>
<th>2010-11</th>
<th>2011-12</th>
<th>Increase</th>
<th>Increase Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rutgers University (Newark, NJ)</td>
<td>$12,560</td>
<td>$12,755</td>
<td>$195</td>
<td>1.60%</td>
</tr>
<tr>
<td>Illinois State University (Normal, IL)</td>
<td>$11,399</td>
<td>$12,031</td>
<td>$632</td>
<td>5.50%</td>
</tr>
<tr>
<td>University of Connecticut (Storrs, CT)</td>
<td>$10,416</td>
<td>$10,670</td>
<td>$254</td>
<td>2.40%</td>
</tr>
<tr>
<td>Wayne State University (Detroit, MI)</td>
<td>$9,733</td>
<td>$10,578</td>
<td>$846</td>
<td>8.70%</td>
</tr>
<tr>
<td>Arizona State University at Tempe</td>
<td>$8,134</td>
<td>$9,720</td>
<td>$1,586</td>
<td>19.50%</td>
</tr>
<tr>
<td>University of Maryland, Baltimore County</td>
<td>$9,171</td>
<td>$9,462</td>
<td>$291</td>
<td>3.20%</td>
</tr>
<tr>
<td>University of Wisconsin at Milwaukee</td>
<td>$9,032</td>
<td>$9,419</td>
<td>$387</td>
<td>4.30%</td>
</tr>
<tr>
<td>Georgia State University at Atlanta</td>
<td>$8,698</td>
<td>$9,410</td>
<td>$712</td>
<td>8.20%</td>
</tr>
<tr>
<td><strong>Comparison Average</strong></td>
<td>$8,736</td>
<td>$9,290</td>
<td>$554</td>
<td>6.30%</td>
</tr>
<tr>
<td>George Mason University (Fairfax, VA)</td>
<td>$8,684</td>
<td>$9,266</td>
<td>$582</td>
<td>6.70%</td>
</tr>
<tr>
<td>Cleveland State University</td>
<td>$8,466</td>
<td>$8,952</td>
<td>$486</td>
<td>5.70%</td>
</tr>
<tr>
<td>University of Texas at Arlington</td>
<td>$8,500</td>
<td>$8,878</td>
<td>$378</td>
<td>4.40%</td>
</tr>
<tr>
<td>University of Colorado at Denver</td>
<td>$7,327</td>
<td>$7,648</td>
<td>$321</td>
<td>4.40%</td>
</tr>
<tr>
<td>State University of New York at Albany</td>
<td>$6,830</td>
<td>$7,172</td>
<td>$342</td>
<td>5.00%</td>
</tr>
<tr>
<td>North Carolina State University</td>
<td>$6,529</td>
<td>$7,018</td>
<td>$489</td>
<td>7.50%</td>
</tr>
<tr>
<td>California State University</td>
<td>$5,390</td>
<td>$6,519</td>
<td>$1,129</td>
<td>20.90%</td>
</tr>
<tr>
<td>University of Nevada, Reno</td>
<td>$5,561</td>
<td>$6,372</td>
<td>$811</td>
<td>14.60%</td>
</tr>
</tbody>
</table>
State Appropriations and Tuition Fees over the last few years for our campus...
## Student Fees – CI 10 year history (2002 – 2012)

<table>
<thead>
<tr>
<th></th>
<th>02/03</th>
<th>03/04</th>
<th>04/05</th>
<th>05/06</th>
<th>06/07</th>
<th>07/08</th>
<th>08/09</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>$1,572</td>
<td>$2,046</td>
<td>$2,334</td>
<td>$2,520</td>
<td>$2,520</td>
<td>$2,772</td>
<td>$3,048</td>
<td>$4,026</td>
<td>4,440</td>
<td>$5,472</td>
</tr>
<tr>
<td>Credential</td>
<td></td>
<td></td>
<td>$2,706</td>
<td>$2,922</td>
<td>$2,922</td>
<td>$3,216</td>
<td>$3,540</td>
<td>$4,674</td>
<td>5,154</td>
<td>$6,348</td>
</tr>
<tr>
<td>Graduate/Post Baccalaureate</td>
<td>$1,734</td>
<td>$2,256</td>
<td>$2,820</td>
<td>$3,102</td>
<td>$3,102</td>
<td>$3,414</td>
<td>$3,756</td>
<td>$4,962</td>
<td>5,472</td>
<td>$6,738</td>
</tr>
<tr>
<td>Health Services</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
<td>$120</td>
</tr>
<tr>
<td>Health Facilities</td>
<td>$6</td>
<td>$6</td>
<td>$6</td>
<td>$6</td>
<td>$6</td>
<td>$6</td>
<td>$6</td>
<td>$6</td>
<td>$6</td>
<td>$6</td>
</tr>
<tr>
<td>IRA</td>
<td>$100</td>
<td>$100</td>
<td>$100</td>
<td>$100</td>
<td>$100</td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
</tr>
<tr>
<td>MS&amp;F</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
<td>$70</td>
</tr>
<tr>
<td>Student Body Association</td>
<td>$0</td>
<td>$0</td>
<td>$124</td>
<td>$124</td>
<td>$124</td>
<td>$124</td>
<td>$124</td>
<td>$124</td>
<td>$124</td>
<td>$124</td>
</tr>
<tr>
<td>Student Body Center</td>
<td>$0</td>
<td>$40</td>
<td>$40</td>
<td>$40</td>
<td>$40</td>
<td>$140</td>
<td>$190</td>
<td>$320</td>
<td>$320</td>
<td>$324</td>
</tr>
<tr>
<td><strong>Total Campus Based Fees</strong></td>
<td><strong>$296</strong></td>
<td><strong>$336</strong></td>
<td><strong>$460</strong></td>
<td><strong>$460</strong></td>
<td><strong>$460</strong></td>
<td><strong>$660</strong></td>
<td><strong>$710</strong></td>
<td><strong>$840</strong></td>
<td><strong>$840</strong></td>
<td><strong>$844</strong></td>
</tr>
</tbody>
</table>
Shift in funding for the CSU

1999-00
- State Support (General Fund): 81%
- Tuition Fees and other Support: 19%

2007-08
- State Support (General Fund): 73%
- Tuition Fees and other Support: 27%

2012-13*
- State Support (General Fund): 51%
- Tuition Fees and other Support: 49%

* Assumes $200 million trigger cut
The shift in funding at CI . . .

CI REVENUE BY SOURCE

2007-2008
- Tuition Fee: 16%
- GF Allocation: 84%

2011-2012
- Tuition Fee: 31%
- GF Allocation: 69%
CI Enrollments and Planning

- CSU Enrollments and CI targets
- FY 2011/12 enrollment - total annualized for the year; 3,600
- FY 2012/13 enrollment target - 4,000 FTEs (internal)
- Future growth
To support additional students, we must address critical needs . . .

- Add more tenure-track faculty
- Open North Hall
- Add critical staff
- Increase in Financial Aid - ‘SUG’ (SUG; State University Grant Program - 1/3 of revenue increases from fees)
- Refresh technology & accessibility accommodation
- Cover increases in utilities, benefits & insurance.
Looking forward and based on what we know

- Our planning environment has changed
- Focus on growth
- Shift in funding requires that we look at our strategic budgeting and resources allocation process
The challenge of diminished resources – Strategic budgeting and resources allocation

- How do we ensure we make wise decisions?

- Our values
  - Transparency
  - Accountability
  - Engagement
Our Goal - Strategic Budgeting

What is Strategic Budgeting?
A process that refocuses the budget from an annual plan for spending to a multi-year plan to achieve specific outcomes.

Why is it important?
• Will help the campus achieve desired objectives more effectively,
• Will ensure that hard decision can be made within a strategic framework,
• Encourages fiscal discipline,
• Active monitoring - what gets measured gets done!
2012-13 CI Budget

Straw budget under development, based on:

- Approximately $70 M operating budget (state allocation + fees)
- Approximately 60% of new funds will support faculty (new hires, etc.)
- Technology support

But, at the same time there may be a cut next year to the budget of the CSU $200 M (or more?) – what does this mean to CI?
Our Challenges . . .

• How do the current processes work?
  – Strategic priorities
  – Central infrastructure needs
  – Institutional obligations/external dictates

• What is the competitive environment?

• Revenue enhancement opportunities
Current activities and next steps include . . .

- Review of historical financial trends and comparisons
- Reports summarizing revenue and expenses
- Support upcoming strategic planning efforts
- A budget process for the future that is based on the key principles of strategic budgeting that supports the strategic direction of CI