Note to WASC Team: These Points of Evidence are designed to demonstrate the work accomplished on this Line of Inquiry since February 2017, when the Institutional Report was submitted. The speed of change on campus makes these Points of Evidence useful.

Points of Evidence:

Administrative Structures Supporting Budgeting Process

- Vice President for Administration and Finance hired Summer 2017
- Vice President for Advancement hired Summer 2017
- Executive Director, Green Music Center hired Summer 2017
- Associate Vice President for Academic Resources hired Summer 2017

University Budget and Planning Office

- University Budget and Planning began implementation of Questica Budget Software to shift focus from management of current year budget to planning and building future years’ budgets
- Implemented the first phase of a multi-phase plan to align the funds collected in the Cost Allocation Plan with the budget allocation of those funds to create clear and transparent reporting as well as identifying the portions of the Cost Allocation Plan that are funded appropriately as well as those that need further analysis and restructuring
- Added 1 FTE position to focus on organizational excellence. Currently working on project management of the Questica software implementation and business process improvement for the Budget Office and other projects within A&F
- Begun to sketch out framework for strategic budgeting including a University reserve policy, five-year budgeting plan, non-instructional unit assessment and campus-wide BPI with a focus on tying campus resources to the strategic plan


Policies and Procedures

- Revisions to Program Review Process to align with resource allocation [See Points of Evidence: Line of Inquiry II - Program Review & Assessment for further details]
- Revisions to campus Faculty Consultation Policy, proposed by Academic Planning, Assessment, and Resources Committee (APARC) and approved by Senate [See new policy in WSCUC Team Box Folder for Line of Inquiry III - Budget Process]
• Recension of campus Faculty Consultation in Budgetary Matters Policy, proposed by APARC and approved by Senate
• APARC Budget Review Process, developed Spring 2017 [See document in WSCUC Team Box Folder for Line of Inquiry III - Budget Process]

Graduation Initiative 2025 Funding Allocations
• All CSUs, including Sonoma State, are participating in GI 2025 and have been given targets for 4- and 6-year graduation rates for first-time freshmen and 2- and 4-year rates for transfer students. All CSUs have been asked to reduce to zero the achievement gap for underrepresented students by 2025 [For targets, see Institutional Report submitted February 2017]
• Sonoma State has been allocated the following GI 2025 resources and has developed a plan to allocate the base funding, reviewed by Academic Senate and appropriate Senate Committees, as well as by relevant administrators [See Executive Summary and Allocation Plan in WSCUC Team Box Folder for Line of Inquiry V - Diversity]
  ○ $2.168 million in base funding, resulting in increase of 23.65 FTE in new staff during 2017-2018 academic year [See Points of Evidence: Line of Inquiry V - Diversity for further details]
  ○ $2.101 million in one-time funding, allocated over 2016-2017 and 2017-2018, resulting in graduation outreach initiatives for seniors, writing intensive courses, stretch math courses, and a new catalog management system, along with initiatives to reduce the achievement gap for underrepresented students

Campus-wide Budget Realignment
During the 2016-17 fiscal year, President Sakaki worked with the interim cabinet to reallocate and realign the budget to better serve the needs of students and provide additional student support. The Cabinet outlined a number of guiding principles and identified and ranked priorities both institution-wide and from each Division. As part of the effort to rebalance and reorganize the University, the Cabinet was able to reallocate resources across Division lines to the highest priorities. As a result of this effort, investments were made in the Division of Student Affairs which grew by $5.05 million dollars in 2016-2017 and 2017-2018, and, in 2017-2018, Student Affairs represents 7.5% of the University budget (compared to 2% in 2015-2016). The Division of Administration and Finance was reduced and the Green Music Center was separated into a stand-alone division. Additional information about the augmentations in these divisions is included below.

Academic Affairs Budget Model
The AVP for Academic Resources and the Provost have undertaken an analysis of the Academic Affairs budget model [See Academic Affairs Budget Model 2017 in WSCUC Team Box Folder for Line of Inquiry III - Budget Model]

School Budget Allocation Model
The Provost, working with deans, the AVP for Academic Resources, the Academic Affairs Budget Manager, and the President’s Cabinet, prioritized the funding and eventual elimination of course bottlenecks for 2017-2018 and is revising the the School budget allocation model to:
  ○ Distribute lecture pool funding at the beginning of the academic year;
  ○ Fully fund GE courses to reduce bottlenecks and ensure students can get the courses they need to graduate;
  ○ Reduce bottlenecks in major courses.
Review of Enrollment Management

- President’s Cabinet has reviewed enrollment management administrative structure, including Admissions, Outreach, Registration and Records, and Financial Aid, to begin revising processes, move to electronic processes, and utilize more functionality in PeopleSoft
- Sonoma State has received permission to participate in the CSU’s new predictive analytics / Early Warning System software, the Student Success Collaborative, powered by EAB, beginning Fall 2017

Space Utilization and Facilities Renovations and Upgrades

- The Vice President for Administration and Finance and the Provost have engaged a consultant to perform a campus-wide space audit and implement the MetaBim space inventory and analytics software used by the CSU Chancellor’s Office
- AVP for Facilities Management has engaged Intelligent Systems & Engineering Services to perform a comprehensive facility condition assessment audit of all buildings on campus (the final report will be available by December 2017)
- AVP for Academic Resources is conducting a space utilization study, particularly related to classroom scheduling
- Dean of the Library requested consultation for space utilization and renovations for Schulz Information Center
- Facilities Renovations and Upgrades planned:
  - Renovations to First Floor of Schulz Information Center to merge Writing Center and Tutoring Center into a learning commons
  - Renovations to Salazar Hall to provide space for staff funded by GI 2025 base budget allocation
  - Renovations to Ives Hall HVAC
  - Stevenson Hall Remodel (this project is 7th on the list at the Chancellor’s Office and SSU hopes it will be approved in the 2018-19 request cycle)

Green Music Center - Organizational Structure, Oversight, and Budget Process

- The GMC was set up as a stand alone division in 2017
- The GMC hired its first full-time, residential Executive Director in June 2017. The Executive Director reports to the President and serves on the Cabinet
- The University Budget and Planning Office performed an extensive analysis to determine which portion of the GMC Facilities staff could be repositioned within the University to rebalance service levels
- Executive Director started evaluating operations and programming, in order to more closely align GMC performances with University values, specifically diversity and inclusion
- In addition to regular reporting and budget vs. actuals comparisons, a five-year budget was created to begin multi-year planning that mirrors the efforts of the University
- GMC is working to resolve funding gap left from the termination of the MasterCard sponsorship

Division of University Advancement - Organizational Structure and Recent Activity

- The Division of University Advancement is a new entity created with the merger of University Affairs and University Development.
- The new vice president of this division is a direct report to President Judy K. Sakaki and serves on the cabinet.
• The division has a distinct external focus and has operational and strategic oversight for the Sonoma State University Foundation—the campus’ main philanthropic auxiliary—and the Sonoma State Alumni Association.

• The Sonoma State University Foundation’s assets exceed $47M and this year’s $1.3M distribution from its endowment supported campus programs (65%) and scholarships (35%).

• In July, the division completed a full-day strategic planning session and formalized its mission, values and goals.

• In this new division’s configuration, additional investments were allocated to the division to build its capacity and prepare for a future comprehensive campaign.

• While the division still comprises only 2% of the University’s general fund budget, an additional $200,000 has been allocated in the current FY effectively raising the budget to $2.6M. This investment is expected return nearly $9.5 million in cash, in-kind gifts, pledges and testamentary commitments in FY17/18.

• For donations to assist students [See Points of Evidence: Line of Inquiry V - Diversity for further details]