Fall Campus Budget Forum

Fall 2018
Sonoma State University
November 27, 2018
Budget Year in Review
Campus Budget Composition

State Allocation + Tuition + Cost Recovery = Campus Budget
Campus Budget by Division, 2017-18

Campus Budget: $135.5 M

- Academic Affairs, 60%
- Administration and Finance, 23%
- Student Affairs, 4%
- President's Office, 1%
- Green Music Center, 2%
- University Advancement, 2%
- University Wide, 7%

Benefits are distributed to Divisions
State University Grants are not included
Campus Budget by Function, 2017-18

- Operating Expense: 13%
- Financial Aid: 8%
- Compensation (salaries & benefits): 79%
Campus Budget Year-End Actuals 2017-18
2018-19
Campus Budget
## 2018-19 CSU General Fund Appropriation Increase

<table>
<thead>
<tr>
<th>Board of Trustees Request</th>
<th>Governor’s Budget</th>
<th>Final State Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 282 M</td>
<td>$ 92.1 M</td>
<td>$ 197.3 M</td>
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<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Base funding increase</td>
<td>$197.3 M</td>
</tr>
<tr>
<td>One time funding</td>
<td>$161.1 M</td>
</tr>
</tbody>
</table>

### Total 2018-2019 State Funding for CSU

$358.4 M
# 2018-19 Campus Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Prior Year Campus Budget</td>
<td>$135,495,068</td>
</tr>
<tr>
<td>Fund Increases to Retirement, Health and Compensation</td>
<td>$4,859,000</td>
</tr>
<tr>
<td>Base Graduation Initiative Funds</td>
<td>$2,022,000</td>
</tr>
<tr>
<td>Distribution of Financial Aid State University Grant Reduction</td>
<td>($533,100)</td>
</tr>
<tr>
<td><strong>Total Base Adjustments Per Final 2018-2019 Budget Memo</strong></td>
<td>$6,347,900</td>
</tr>
<tr>
<td>18/19 Reduction in Resident Tuition Fee Revenue Due to Increased AUL</td>
<td>($577,000)</td>
</tr>
<tr>
<td>Tech High Lease Payment Revenue Reduction</td>
<td>($223,000)</td>
</tr>
<tr>
<td>Budget Realignments</td>
<td>$463,583</td>
</tr>
<tr>
<td><strong>Total Other Campus Base Adjustments</strong></td>
<td>($336,417)</td>
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</tbody>
</table>

**Total 2018-2019 Campus Budget** $141,506,551
### 2018-19 Campus Budget Shortfall Plan

**Total Base Budget Shortfall:** $1,350,000  
1.0% of PY Operating Budget

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President</td>
<td>$14,850</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>$63,045</td>
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<tr>
<td>University Advancement</td>
<td>$34,290</td>
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<tr>
<td>Academic Affairs</td>
<td>$872,505</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>$335,070</td>
</tr>
<tr>
<td>Green Music Center</td>
<td>$30,240</td>
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</table>
2018-19 Campus Budget by Division

Campus Budget: $141.5M

Benefits are distributed to Divisions
State University Grants are not included

- Academic Affairs: 60%
- Administration and Finance: 22%
- Student Affairs: 4%
- University Wide: 9%
- President’s Office: 1%
- Green Music Center: 2%
- University Advancement: 2%

Academic Affairs

Campus Budget: $141.5M
Campus Budget by Function, 2018-19

- **80%**: Compensation (salaries & benefits)
- **7%**: Financial Aid
- **13%**: Operating Expense

Campus Budget: $141.5M
2018-19 One Time Allocations

**ONE-TIME ALLOCATIONS**

$ 9,715,970

Research, Scholarly & Creative Activity
Graduation Initiative 2025
Deferred Maintenance & Infrastructure Projects ($9.137 M)
  Stevenson Hall Building Systems Renewal
  Stevenson Hall Renovation Surge Spacing
  Electrical Distribution Replacement
  Central Plant Roof/Chiller/Controls and Tower
Enrollment Allocation

TOTAL ONE TIME ALLOCATIONS

$9,715,970
Looking Forward 2019-20
2019-20 Budget Planning Timeline

November
- Board of Trustees Budget Request

January
- Governor Releases Budget Plan

May
- Governor Releases May Revise

June
- Governor Approves Budget

July
- Chancellor's Office Releases Final Budget Memo
2019-20 CSU Board of Trustees Priorities

- Graduation Initiative 2025
- Enrollment Growth
- Compensation
- Academic Facilities & Infrastructure Needs
- Mandatory Costs
Allocations as a % of Total State General Fund

- K-12
- Higher Education
- Corrections
- CSU

Year
1976-77
1981-82
1986-87
1991-92
1996-97
2001-02
2006-07
2011-12
2016-17
2017-18
2018-19

K-12
27.7%
39.2%
40.5%
39.5%
42.3%
40.3%

Higher Education
14.5%
12.6%
11.1%
12.1%
11.6%

Corrections
3.3%
5.3%
7.8%
9.0%
9.1%
8.7%

CSU
5.8%
5.1%
3.7%
2.5%
2.7%
2.6%
CSU Funding per Degree & Degrees Awarded

Adjusted for Inflation
Budget Resources

University Budget and Planning Office
www.sonoma.edu/budget

Phone: (707) 664-3832
Email: budget@sonoma.edu
Strategic Budgeting
Strategic Budgeting

In the absence of a plan - the **budget** is the plan

If a plan exists and it is not closely linked to the budget - the **budget** is still the plan

Therefore, if a plan is to be implemented, there must be a strong linkage between the **plan** and the **budget**.

A strategic budget is not just a budget - it is the strategic plan in action.
Guiding Principles and Assumptions

Below the surface challenges

- Transformation vs Addition
- Data informs Decisions - Transparency vs Advocacy
- Assessment & Planning are engrained in campus culture - part of everyday work
- Communicate Simply
- Priorities focused by the Strategic Plan
- Progress toward SP must be measured
Budgeting our Plan

As we begin to roll out the strategic plan, it is also time to begin to outline the framework for linking the strategic plan to the budget: **strategic budgeting**.

Strategic budgeting is the process of creating a multi-year budget that incorporates assessment to link planning and budgeting.
Planning Our Budget

So, what will our process be in operationalizing that linkage?

Planning ↔ Budget

Share. Shape. Unite.
BUILDING
OUR FUTURE @ SSU
Strategic Budgeting in Action
Building Our Future @ SSU

Process

Timeline

Templates
Annual Budget Timeline

December  
- Cabinet Sets Priorities and Assumptions

January  
- Budget Call Goes Out to Campus Units

March  
- Division budget plans due to University Budget and Planning Office

April  
- Budget Office provides projections and draft planning year budgets to PBAC and Cabinet for review

May  
- Cabinet approves final planning year budget

June  
- Campus budget is finalized
Annual Budget Process

Units complete the following annually:

1. Develop Budget Plan
2. Set SMART Goals
3. Establish Metrics
Linking Planning and Budgeting

Plan → Budget → Assess

- SP Priorities
- Cabinet Priorities/Assumptions
- Division Themes/Goals
- Unit Objectives/Rubrics

- People
- Programs
- Plant

- Metrics
- Outcomes
What’s Next?

- Build a framework for all-funds budgeting and multi-year planning
- Incorporate metrics and assessment
- Build on our success year over year
Strategic Budgeting: Academic Affairs
Current Snapshot

NOW: Finalizing Division goals

NEXT: Create/finalize school & unit goals

Create budget plan, tactics, assessment plan
AA Strategic Plan Implementation Group

- Lisa Vollendorf, Provost
- Laura Watt, Academic Senate Chair
- Mark Perri, APARC Chair
- Alexis Shapiro, Faculty
- John Dunstan, AS Vice President
- Alicia Sloper, Student
- Jennifer Haynes, Staff
- Kandis Gilmore, Staff
- Karen Thompson, Dean
- Mike Ogg, Support to the Group
Student Success Goals

1. Meet SSU's GI2025 graduation and retention goals, including elimination of all equity gaps.

2. Sustainable student recruitment and support services plan in alignment with our mission as a regionally-serving Hispanic Serving Institution (HSI).

Academic Excellence & Innovation Goals

1. Hire and support a workforce (faculty and staff) expressive of California’s diversity.

2. Deliver academic programs that prepare students to work in the region and to contribute meaningfully to society.

3. Amplify and support the expression of SSU's core values and strategic priorities in our curricula.
Leadership Cultivation Goals

1. Support SSU faculty and staff in their professional development and RSCA so they can be leaders in the community and their disciplines.

2. Amplify integration of leadership into curricula and co-curricular programming so this becomes a signature of SSU’s identity.
Transformative Impact Goals

1. Deploy SSU talent (faculty, staff, and students) for community-based service, research, and engagement.

2. Amplify and augment SSU's impacts on our regional communities and on the regional and statewide economies.
Strategic plan next steps

1. Finalize division strategic plan goals & tactics
2. Add school & unit goals
3. Identify tactics & metrics for first cycle
4. Prepare for budget plans in spring based on strategic goals
## Multi-year commitments (one-time $)

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Student Success</th>
<th>Academic Excellence</th>
<th>Leadership Cultivation</th>
<th>Transformative Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic infrastructure ($1.9M)</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Systems improvements ($600,000)</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>RSCA ($500,000)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Classroom standards ($3M)</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Division strategic goals ($1M)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Multi-year commitments (existing)

**Student Success**
- **Business Process Improvement:** online forms, scheduling, student success technologies (LoboConnect)
- **Classroom Standards Project:** cleanliness, academic technology, & furniture

**Academic Excellence & Innovation**
- **Hiring:** Maintain ~60% tenure density
- **Salaries:** Raise tenure-track salaries to CSU 15th percentile by discipline
- **RSCA:** Continued investment & buildout of Office of Research
- **Academic programs:** Curriculum management system + new positions to support faculty & assessment
Multi-year commitments: progress update

1. Academic Infrastructure
   • Stevenson project on track

2. Systems improvements
   ✓ Electronic Transcripts (December 2018)
   • Streamlining course substitutions & registration petitions (spring 2019)
   • Admissions & Records Onbase implementation (spring 2019)
   • Online graduation application (fall 2019)

3. Classroom standards
   ✓ Deep cleaning done summer 2018
   • $1M for academic tech starting 2018-19

4. RSCA
   • $150K infusion 2018-19
## GI2025 New Base Funding ($2.022M)

### Commitment | Student Success | Academic Excellence | Leadership Cultivation | Transformative Impact
--- | --- | --- | --- | ---
Faculty hiring (6) | Yes | Yes | Yes | Yes
Academic programs & Institutional Effectiveness (4 positions) | Yes | Yes | Yes
Academic technology support (technology + 2 positions) | Yes | Yes | Yes
Enrollment management (technology + 2 positions) | Yes | Yes | Yes
Student advising & wellbeing (3 positions) | Yes | Yes | Yes

*�*
Next Steps: Salaries

Permanent faculty salary adjustment plans
✓ Faculty salaries to 15th percentile of CSU by discipline
  + salary floors for new assistant + associate professors
  (September 2018)

Staff & lecturer salary adjustment plans*
  • Developing a phased-in plan for staff
  • Analyzing lecturer salaries

*Communication timeline: early spring 2019
Next Steps: Strategic Plan Implementation

- Divisions finalize strategic plan goals & tactics
- Divisions develop budget presentations for spring in alignment with strategic plan & strategic priorities
- Academic Affairs: budget presentations begin with schools and units and feed up to the division level
Strategic Budgeting = Continuous Process

1. Continue aligning our budget to strategic plan and priorities

2. Develop metrics to assess progress

3. Continue to develop multi-year, multi-fund budget model to address needs & commitments
Round Table Discussions

1. What information did you find helpful?

2. What did you hear today that you would like to better understand?

3. On the topic of Strategic Budgeting, what are ways you think your department can realign resources to better meet strategic priorities?