

## Introduction

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The 2014-2015 University Budget Advisory Committee (UBAC) began its work by reviewing extensive university budget data provided by the Business and Finance Budget office. With the overall budget situation in focus, the committee began reviewing budget requests made by each division vice president. It quickly became clear that there were more requests than available funding. Of the university's nearly \$94 million dollar budget, approximately half derives from state support and half from student tuition and fees. UBAC's work was framed around early estimates that indicated the campus budget could increase by approximately 1.9 million dollars (some of which would likely be committed to meeting unfunded increases in expenses). Because it is uncertain how much funding will be available, UBAC has prioritized items without reference to specific dollar amounts to provide optimal flexibility based on the final budget allocated to the campus by the Chancellor's Office.

The committee recognizes that a multi-year process will be necessary to recover from budget cuts of the past several years. Just as several years of cuts in state support reduced the campus budget, it will take several years to return all divisions to a funding level that enables them to fully accomplish all the services they are obligated and desire to provide. We ask the campus community for patience as this rebuilding process continues in future years.

## Methodology

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Similar to the practice in 2013-14, the vice presidents presented to UBAC the operational and budgetary priorities within their divisions for the 2014-15 fiscal year. The president encouraged the committee to consider priorities in a way that focuses on the operational merit of the priority.

Contributions to the list of budget priorities were also received during a community forum from the Faculty Budget Advisory Committee, Associated Students, an ad hoc group of staff members, and individual members of the campus community. These additional contributions were discussed by the committee and added valuable context and perspective to the recommendations.

Each UBAC member evaluated the vice presidents' priorities individually, and then again as a group to discuss the findings. The committee found the priorities gravitating to seven

categories: instructional support, risk management and compliance, student success, workload and compensation, operations and maintenance, outreach, and reserves. Several priorities addressed issues in multiple categories, as noted below.

The committee discussed each proposal within the category it addressed, placing proposals from all divisions within a rank order under each category. For example, priority one for University Advancement was to provide base funding for a director of college and athletic development. This priority was considered to be an Advancement workload issue (additional staff are needed to rebuild the capacities of the division) and an outreach issue (as part of the division's fundraising, community building and public relations duties). As a result, this priority is ranked in both the workload and outreach categories. Priorities falling under multiple categories were generally assigned greater weight in the committee's discussions. While higher priorities tend to reflect compelling critical needs, where priorities are more numerous within a category, a significant number of these may reflect compelling critical needs. In addition, some priorities are listed under more than one category. Priorities listed under multiple categories generally reflect a compelling critical need, even if they receive lower seeding within one or more of those categories.

Finally, at a higher-level of categorization, each priority was placed into one of three tiers. UBAC recommends that the priorities in the first tier be given funding consideration ahead of priorities in the second and third tiers. The priorities identified as second tier ought to be included in the discussion regarding first tier priorities if a compelling case can be made for the critical need. Lastly, third tier priorities should become part of the discussion only after the first two tiers of priorities have been fully discussed or adequately funded. UBAC intends this three-tier division to be a helpful framework for resource allocation, rather than a hard-and-fast rule. It is recognized that within each division, decisions will be made in response to changing circumstances that may not have been contemplated at the time the initial priority lists were created.

In some cases, the vice presidents' grouped multiple resource requests together and presented them as a single priority of closely related items, with options for base and/or one-time funding. In these instances, UBAC considered each request on its own terms and assigned it to an appropriate category and recommended funding tier.

The priorities and their rankings are summarized at the conclusion of the recommendations in tables one through six. Requests are grouped by VP division within the UBAC assigned priority tier. The narrative for each tier and category presents the requests in the order ranked by UBAC. There is no rank order assigned to the individual categories.

All meetings were open to any member of the university community, and all were audio / video recorded for future reference.

## Committee Members

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### Structure

- 3 Faculty Members, including one member of FBAC, selected by the COC
- 2 Student Members selected by ASI
- 2 Staff Members selected via nominations
- 2 MPP Members, including one dean, and not a vice president
- 1 Chair, not a vice president, two year term appointed by the president, votes only in case of a tie
- 1 Associate Chair, two year term appointed by the president, non-voting member, becomes Chair after two years
- University Budget Manager is a non-voting member

### Members

#### Chairs

Eileen Hamilton, Chair, Alumna/Community Representative

Carl Whitman, Associate Chair, Associate Vice President, Information Technology

#### Resources

Michelle Legg, University Budget Manager

Julia Fahrenbruch, Volunteer

#### Faculty Representatives

Dr. David Lindsay, FBAC Chair/Chair, Accounting & Finance, College of Business Administration

Dr. Paul O'Brien, Chair, Sociology Department, College of Arts, Humanities & Social Sciences

Dr. Stuart Wooley, Professor, Biology Department, College of Sciences

#### Staff Representatives

Alissa Aragon, Student Services Specialist, Student Organization Advisor/New Student Orientation

Lori Phillips, Administrative Analyst, College of Arts, Humanities & Social Sciences

**Student Representatives**

Mariam Salameh, ASI President

Marvin Hooker, ASI Vice President

**Administrative Representatives**

Dr. James Tuedio, Dean, College of Arts, Humanities & Social Sciences

Julia Reynoso, Director, Facilities Planning & Finance

## Tier 1 Priorities

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**Instructional Support***1. Academic Affairs Priority 4: Tenure-Track and other instructional Faculty*

Hiring additional faculty (both contingent and tenure track) will address several critical issues on campus: increasing the number of sections of courses to meet student demand and enrollment targets; increasing the ratio of tenure track faculty to part-time faculty; addressing the workload of each tenure track faculty member to establish more manageable instructional loads; and addressing the academic advising needs of our students. UBAC recommends phasing in the increase in tenure-track faculty over the next five years until 75% of our FTEF comprises tenure-track faculty.

*2. Academic Affairs Priority 5: Dean of ORSP and Graduate Programs*

This position has broad support across many campus stakeholders, and addresses issues in several areas including student success, workload, and outreach. The committee recommends that base funding for the position be phased-in over a two year period, with the understanding that the position can be partially funded in the first year with one-time grant funds currently available within the Center for Excellence in Graduate Education. Full base funding would then be provided in the second year. Graduate programs and grants and sponsored programs are integral to the university and should receive a level of oversight that was lost in prior budget reductions. The provost's plan would accomplish this in a cost-efficient manner.

## Risk Management and Compliance

### 1. *Business and Finance / Public Safety Priority 1: Full- and Part-time Public Safety Officers*

There was broad agreement within the committee that providing sufficient levels of public safety is a critical priority for the campus. The proposal called for two full-time officers and two part-time officers to bring campus public safety personnel to the level reflected on comparable campuses. Due to limited funding, the recommendation is to phase in these positions over the next two years, funding one full-time officer and one part-time officer each year.

### 2. *Student Affairs Priority 4: Assistant Dean of Students*

With the growing complexities of the position of dean of students and the increase in judicial issues and intervention requests on campus, an assistant dean position seems essential. UBAC recommends funding this position with base dollars. Creation of this position was also supported by ASI and clearly addresses important risk management issues.

### 3. *Faculty Affairs and Human Resources Priority 1: Campus Compliance and Labor Relations Staff*

This new position will address important needs across campus in risk management. It will also address significant increases in workload from issues brought to Faculty Affairs and Human Resources.

## Student Success

### 1. *Student Affairs Priority 2: Psychological counselors*

The counseling center has urgent staffing needs. The request is to utilize salary savings from a recent Faculty Early Retirement Position (FERP) to support hiring one new full-time counselor and to move a part-time counselor to a 60% time base. This request received broad support from the committee. The campus needs to make serious improvements in the counselor / student ratio. UBAC recommends that these positions be funded in part by using salary savings from the FERP, and that the new full-time position be filled by a tenure-track counselor. This priority was determined to fall under the risk management category and ranked high in this regard. But the overarching consideration is workload, strong potential for growing demand for counseling services, and importance of providing timely interventions and counseling in support of student success.

## *2. Student Affairs Priority 5: ASA II Staff for Degree audit*

UBAC recognizes that this position would impact all students by improving the quality of information available for effective advising. UBAC recommends funding this position with base dollars to provide critical support for increasingly important oversight of student progress and to increase efficiency in how academic schedules are planned and implemented.

Advising was shown to be an important priority across divisions (see UW2, AA6, SA 3). In addition, both FBAC and ASI presented resolutions supporting improved and increased advising, including renewed emphasis on career advising. The committee ranked this priority number two in the student success category. However, the committee recommends careful discussion of advising priorities, during which time any new advising personnel or “centers” would be funded with one-time monies. Promoting effective advising is a very high priority that needs to be coordinated across campus to address the quality and focus of advising activity, and compensate the workload implications of doing it well. The campus strategy on advising should be developed to invest base permanent funding as effectively as possible.

## *3. University Wide Priority 1: Increase partnerships to improve readiness of entering students*

UBAC supports this priority with the use of one-time funds.

## *4. University Wide Priority 2: Strengthen academic and career advising*

As already noted, there was support for improving advising in multiple division priorities, as well as in the FBAC and ASI recommendations. This is an appropriate university wide concern to support initially with one-time funds until a more comprehensive advising plan can be developed.

## **Workload**

The workload category contains many areas of demonstrated need. Eleven of the VP priorities were considered top-tier critical-need workload issues. Nearly all are significant personnel hires (replacements and new positions) but only two (ADV 1, AA 1) have any current funding. These identified areas of high workload across all five divisions are currently underfunded and need attention. The three priorities that most strongly impact workload are discussed below.

### *1. Academic Affairs Priority 2: Hire additional Staff*

This priority received broad support from the committee. The critical role played by staff reaches across many of the categories. The work of staff is crucial to the operations and efficient functioning of departments and divisions and clearly impacts student success. As Provost Strong remarked, replacing or augmenting staff positions will be a significant priority for Academic Affairs in the coming budget year. UBAC recommends decisive action to address these needs in Academic Affairs and strongly encourages Human Resources to facilitate the posting of vacant positions and the hiring of additional staff across the university in a timely and efficient manner.

### *2. Academic Affairs Priority 1: Chair Release Time*

The committee discussed the importance of adequate compensation for the increased workload of department chairs. A rubric developed and implemented across colleges to calibrate chair release time should be institutionalized and funded with base dollars. This priority plays a very important role in proving department and academic program leadership in support of the instructional priorities of the university.

### *3. Business and Finance / Facilities 2: Custodial Supervisor*

This position addresses a critical workload issue by better distributing oversight across a broad spectrum of responsibilities and reducing the number of employees reporting to a single manager with multiple responsibilities for custodial, landscaping, special events and waste removal functions. UBAC recommends funding this position with base dollars.

### *4. Student Affairs Priority 1: Budget Analyst*

The Division of Student Affairs does not have a budget analyst. The budget oversight activities for this division are currently accomplished by a single administrative support position which is also responsible for supporting the operational priorities of the division office. This situation is not sustainable. UBAC recommends approval of a position funded with base dollars directed to effective oversight of the division's budgetary transactions.

## **Operations and Maintenance**

### *1. Business and Finance / Facilities 3: Modernizing and Maintaining Technology*

This priority was proposed to receive a mix of base and one-time funding. UBAC recommends using one-time funding to help maintain and cover the increasing costs of technologies deemed critical to support the operations of the university.

#### *2. Faculty Affairs and Human Resources Priority 1: Staffing for Temporary Employment Services*

The committee encourages approval of a new position in Human Resources addressed to vetting candidates from the emergency hiring pool and providing assistance to promote timely hiring of qualified replacement staff when urgent needs arise. This priority would support the day to day administration of the temporary employment pool and the processing of consulting agreements. It is recommended that this position be funded with base dollars. Funding this priority will address operational needs that fall under the categories of workload and campus efficiency. This position can greatly streamline practices involved in navigating and improving the temporary employment process on campus.

#### *3. Business and Finance / Public Safety Priority 4: Communications and Other Equipment*

It is recommended that one-time funding be used to fund improvements to the equipment used by Public Safety critical to maintaining operational partnerships with neighboring communities.

#### *4. Academic Affairs Priority 3: Increased Operations and Equipment Funding*

UBAC recommends funding this priority with a combination of base and one-time monies, with the increase becoming part of the base budget as the campus budget increases. An additional consideration is for the calculations used in determining O&E to be revised to allocate increases for growing programs in a more proportionate manner consistent with demonstrated increases in the operational costs incurred by departments. It is important to recognize the variable requirements for equipment and supplies within different programs. For example, there is a need to fund maintenance contracts for scientific equipment, plan for the eventual replacement cost of academic labs such as those recently outfitted for the nursing program featuring smart electronic “patients” and student observation audio/video systems, and provide funding for the replacement of instructional equipment in the arts.

### **Outreach**

#### *1. Advancement Priority 1: Director of College and Athletic Development*

This position is currently filled and being supported with one-time funding. UBAC recommends that this position be supported with base funding to recognize and support the essential contributions it can make on behalf of funding priorities in the colleges and athletic programs.

### **Reserves**

Building up a sufficient reserve continues to be an important priority for the university and base-budget allocations to the reserve should continue with the goal of reaching 3% of the campus base budget. UBAC recommends phasing in this increase over the life span of Proposition 30. Care should be taken to keep the reserves for their intended purpose as a "rainy-day fund" or to offset mid-year reductions to the budget. As occurred this year, consideration should be given to funding In-Range Progressions on a one-time basis using reserves, and to transition these increases to base funding the following year.

## **Tier 2 Priorities**

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Tier 2 priorities also received broad support from UBAC members, to be reviewed if funding remains available after addressing Tier 1 priorities. In the interest of time and the likelihood funding will be consumed in addressing Tier 1 priorities, the Tier 2 priorities were not ranked in any type of order. However, some key points were raised in the discussions of these priorities and are summarized below.

### **Instructional Support**

The Tier 2 instructional support category consisted of the OIT Media Production Specialist which supports distance learning courses, online course production, faculty classroom instruction and requests for event recordings. This position was also considered an important priority in the Tier 2 outreach category.

### **Risk Management and Compliance**

The committee recognized the importance of using one-time funding to address the requests for a full time Public Safety Dispatcher, Public Safety Evening Student Security Officer, OIT Information Security Officer, and hiring an athletic trainer. While the request for an athletic academic compliance position was also recognized as an important priority, UBAC believes this

should be reviewed within the campus wide assessment of advising needs discussed earlier in this report.

### **Student Success**

The Student Affairs request to hire an Administrative Support Assistant II for the Registrar's Office was considered of high importance to improve processing of graduate student applications, better manage thesis registration and deadlines, prepare files, index transcripts and conduct other functions in direct support of student progress to degree completion.

### **Workload**

Current funding from a non-state source is being used to fund salaries for some key OIT positions. While department benefit costs are normally factored into the university-wide general fund allocation, benefit funding and any future increases for this group of OIT positions is not, causing an unintended reduction in funds available to OIT for other needs or initiatives. UBAC recommends that the full cost of benefits for these positions be transitioned to university-wide general fund base funding and phased in over a three year period.

### **Operations and Maintenance**

The operations and maintenance category contained several key requests that were determined excellent candidates for use of one time funds, including campus wide deferred maintenance projects, a replacement campus phone system, and acquisition and ongoing maintenance of the Concur travel system.

### **Outreach**

The Tier 2 outreach category contained three division requests for a Faculty Affairs position supporting Campus Diversity and Training programs, the Director of College and Athletic Development as well as the OIT Media Specialist.

## Tier 3 Priorities

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Divisional priorities listed in Tier 3 included several important items categorized as addressing workload and outreach considerations. The workload item is the Business and Finance priority 5 funding request for an Accountant that currently has one time funding for two years and should be reconsidered for base funding when this funding has been expended. The outreach items are the Faculty Affairs / Human Resources priority 3 Campus Health and Wellness staff and the Athletic department's priority 1 funding request for additional sports information staffing. UBAC believes these priorities do reflect important areas for future consideration, but they do not rise to the level of the priorities included in Tier 1 or Tier 2.

## Additional Discussion

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The collection development resources available to the Library come primarily from lottery funds. This dependency on lottery funding was raised as a subject for further examination because of the potential volatility of lottery funding and the need to comply with requirements for its use. UBAC came to the determination that the committee did not have sufficient data on the topic, and that it reflects a need for redistribution of funding rather than a request for new funding. Therefore, rather than a recommendation from UBAC, this subject requires further investigation by the relevant administrators.

Table 1 – Tier 1 Priorities (Base Funding)

Code	Priority	Division	VP Rank	FTE
ADV 1	Base funding for existing Director of College & Athletic Development	Advancement	1	1
BF/PS 1	Public Safety - 2 FT Officer & 2 PT Officers	Business & Finance	1	3
BF/FAC 2	Facilities - Custodial Supervisor	Business & Finance	2	1
FA/HR 1	Campus Compliance & Labor Relations - Staff	Faculty Affairs & HR	1	1
FA/HR 4	Staffing for Temporary Employment Services	Faculty Affairs & HR	4	1
AA 1	Chair Release Time	Academic Affairs	1	?
AA 2	Hire Additional Staff	Academic Affairs	2	?
AA 3	Increased O&E Funding	Academic Affairs	3	?
AA 4	Faculty Positions	Academic Affairs	4	?
AA 5	Dean for Graduate Programs and ORSP	Academic Affairs	5	1
AT 1a	Hire Additional Staff - Facilities Person	Athletics	1	1
SA 1	Hire Budget Analyst	Student Affairs	1	1
SA 2	Psychological Counselors - 1 new, 1 replace a FERP & 1 part-time	Student Affairs	2	2.5
SA 4a	Hire Assistant Dean of Students	Student Affairs	4	1
SA 5b	Hire ASA II staff for Degree Audit support	Student Affairs	5	1
UBAC	Increase reserves to 3% over next 2 years			

Table 2 – Tier 1 Priorities (One-Time Funding)

Code	Priority	Division	VP Rank	FTE
BF/PS 4	Public Safety - Communications & Other Equipment	Business & Finance	1	
BF/FAC3	Facilities - Modernizing & Maintaining Technology	Business & Finance	2	
UW 1	Increase partnerships to improve readiness of entering students	University Wide	1	
SA 3a	Strengthen Academic Advising: Hire additional advisor	Student Affairs	3	1
SA 3b	Strengthen Academic Advising: Hire Veterans Coordinator	Student Affairs	3	1

Table 3 – Tier 2 Priorities (Base Funding)

Code	Priority	Division	VP Rank	FTE
BF/PS2	Public Safety - 1 FT Dispatcher	Business & Finance	1	1
BF/OIT1	OIT - Benefits Charged to General Fund	Business & Finance	3	
BF/OIT2	Information Security Officer	Business & Finance	3	1
BF/OIT3	Media Production Specialist	Business & Finance	3	1
FA/HR2	Campus Diversity & Training Programs - Staff	Faculty Affairs & HR	2	1
UW 5	Improve audio technology in major venues for public events	University Wide	5	
AT 1c	Hire Additional Staff - Academic Compliance Person	Athletics	1	1
AT 1e	Hire Additional Staff - Athletic Trainer	Athletics	1	1
SA 5a	Hire ASA II staff for the Registrar's office	Student Affairs	5	1

Table 4 – Tier 2 Priorities (One-Time Funding)

Code	Priority	Division	VP Rank	FTE
BF/PS 3	Public Safety - Evening Student Security Officer	Business & Finance	1	1
BF/FAC1	Facilities - Deferred Maintenance Projects	Business & Finance	2	
BF/OIT4	OIT - Phone System Acquisition & Ongoing Maintenance	Business & Finance	3	
BF/OIT5	OIT - Concur Travel System Acquisition & Annual Maintenance	Business & Finance	3	

Table 5 – Tier 3 Priorities (Base Funding)

Code	Priority	Division	VP Rank	FTE
FA/HR3	Campus Health & Wellness - Staff	Faculty Affairs & HR	3	1
AT 1b	Hire Additional Staff - Sports Information Staff	Athletics	1	1

Table 6 – Tier 3 Priorities (One-Time Funding)

Code	Priority	Division	VP Rank	FTE
BF/BS 1	Business Services / Budget Accountant	Business & Finance	5	1