



2013-14 Divisional Priorities

Vice Presidents recommended acceptance to UBAC
UBAC recommended acceptance to President
President accepted – July 12, 2013

PROPOSED 2013-14 Division Budget Priorities

Division: Academic Affairs

General Comment on Priorities of the Division

1. Maintain the mission, vision, and values of the University (see documents on the University web page). This is an example of broad concepts that are insufficient to determine the most effective operational activities and provide enough operational direction. Nevertheless, the meaning expressed in the mission, vision, and values of the University is critically important in providing broad direction and must remain the highest priority of the University and the Division of Academic Affairs and the foundation for strategic prioritization.
2. Achieve the objectives identified in the CSU Stanislaus Strategic Plan, "Framing the Future: High Aspirations, High Expectations." Again, this is a very broad document that suffers from a lack of priorities that are so necessary to manage the trade-offs currently confronting the campus. Nevertheless, for the same reasons that make the mission, vision, and values statements the highest priority, the concepts expressed in the Strategic Plan offer necessary but insufficient guidance relative to operational decisions. Important priorities of the Strategic Plan are as follows. Verbiage directly from the Strategic Plan is in italics to distinguish it from priorities and comments specific to this document.
 - a. *The joy of teaching and learning.* This operationalizes as a commitment to high-level instruction and a focus on activities that enhance learning.
 - b. *Commitment to engaging and providing access to a diverse, often first-generation student body in a developing region.* This is a commitment to a particular student demographic located in CSU Stanislaus' service region.
 - c. *Commitment to augmenting strengths in teaching and learning by advancing support for scholarship and intellectual pursuits.*
 - d. *Commitment to meeting the opportunities and challenges provoked by the economic and social transformation of our traditional service region—the counties of Calaveras, Mariposa, Merced, San Joaquin, Stanislaus, and Tuolumne—prompt us to augment these commitments by realizing our potential as an agent for positive change through partnership with the community.* This dimension of the Strategic Plan focuses the University on the needs of this specific geographic region as opposed to a national or international focus that may be a priority at private research I universities.
 - e. The Strategic Plan further defines three key themes as follows. These themes overlap somewhat with the commitments identified above but provide additional broad planning and operational guidance.
 - i. *Student engagement, development, and student achievement.* The following specific operational initiatives are all high priority activities.
 1. The California State University Graduation Initiative.
 2. Early Start.
 - ii. *Support for teaching and learning, scholarship and service.* This theme duplicates "c" above and is focused on ensuring adequate resources are provided for this commitment.

- iii. *The University and the community.* This theme duplicates “b” and “d” above. *Implementation of the Strategic Plan requires the necessary human, informational, technological, and material resources. This is an area where additional specification of high priority operational decisions would be most helpful.* Examples follow.
 1. Significantly improve information systems.
 - a. This especially relates to enrollment, schedule, demand analysis and cost management.
 - b. Improved utilization of PeopleSoft and related enterprise wide information systems. Too many components of PeopleSoft are not being utilized; thus, the efficiencies of digital automation are not being realized. This is critically important. One-time funding should be allocated for key projects related to.
 2. Improve the skill base of the University’s human capital to better leverage software and improved systems to deliver a higher level of service.
 3. Reduce costs and waste through process re-engineering and continuous improvement.
- f. Increase revenue streams.
 - i. Increase UEE programs that generate surplus revenue.
 - ii. Attract more international students.
 - iii. Attract more U.S. out-of-state students (if practical).
 - iv. Increase donations. Improve fundraising and donor development skills among relevant University stakeholders.
 - v. Increase grant awards.
- 3. Meet the campus FTES target agreed to with the Chancellor Office.
 - a. Enrollment and related activities must be managed to consistently achieve the campus FTES target agreed to with the Chancellor’s Office. Not achieving the target leads to a reduction in subsidy from the Chancellor’s Office and tuition/fees. Other fees are tied to enrollment (e.g., athletic fees), so a reduction in headcount negatively affects other units and divisions that rely on headcount fees.
- 4. Increase state-side enrollment. Be prepared and well positioned to increase FTES targets when the opportunity presents itself.
- 5. Grow UEE programs (see 2.f.i above).
- 6. Grow the Stockton campus. The Stockton community has been underserved and there are significant enrollment growth opportunities.

Priorities

Priority 1: Systematically address the uneven distribution of the loss of faculty across departments.

Over the past four years of budget cuts faculty vacancies have been utilized to fill budget cut quotas. These vacancies were unevenly spread across programs and strategic need. Over the next few years a priority of Academic Affairs is to address this problem by analyzing need, especially student demand for instruction and related services and hire faculty. All ranks of

faculty will be used to address this challenge. This plan will be a multi-year approach that will take into careful consideration cost and demand. Stable budgets and moderate growth will assist meeting this priority.

We are currently working on a cost estimate for funding this priority for next year.

Funding:	base	x__
	one-time	__
	both	__

Priority 2: Increase Instructional and Related Capacity at the Stockton Center

This priority addresses the need to expand instructional and related services capacity at the Stockton Center. The University should invest in additional state-of-the-art two way video rooms so that potentially lower enrolled sections in Stockton could have the enrollment enhanced with students from the Turlock campus. This priority relates to state-side and UEE programs at the Stockton Center.

Funding levels have not yet been established and depending on the speed of implementation there is flexibility.

Funding:	base	__
	one-time	__
	both	_x__

Priority 3: Increase the profile of International Programs

Significantly increase international programs profile and increase number of international students. There is an excellent academic opportunity to internationalize the campus and develop and fund additional opportunities for CSU Stanislaus students and faculty to have international academic experiences abroad. Additionally, this is an excellent opportunity to bring a significant new revenue stream to the campus. However, this market is highly competitive and will require significant improvement in all aspects of the current operation including budget levels.

Funding:	base	__
	one-time	__
	both	_x__

Priority 4: Additional Support for Research and Creative Activity for Faculty

Increasing the support of faculty relative to their scholarship and creative activities is very important to achieve the mission of the University. This support has been diminished over the

recent budget cuts. As new faculty are hired and have been recently hired it is especially important that support is provided for RSCA.

The amount of funding amount of funding needed for this priority has yet to be determined.

Funding:	base	<input type="checkbox"/>
	one-time	<input type="checkbox"/>
	both	<input checked="" type="checkbox"/>

Priority 5: Graduation Initiative (including Early Start)

These are critically important initiatives that lost funding in the recent budget cuts. This is a large umbrella that could fund upgrades to advising, e-advising, and other best practices that will improve retention and graduation rates. Items for Enrollment and Student Affairs could be included in the funding for this priority.

The funding request for this priority has yet to be determined.

Funding:	base	<input type="checkbox"/>
	one-time	<input type="checkbox"/>
	both	<input checked="" type="checkbox"/>

**PROPOSED
2013-14 Division Budget Priorities**

Division: Enrollment and Student Affairs

General Comment on Priorities of the Division

In determining our current priorities in Enrollment and Student Affairs, we started by evaluating the impact of the significant budget reductions we have absorbed over the past five years. These budget reductions have included the loss of 43 positions as well as dramatic reductions in operating expenses. In response, the division has collapsed areas of responsibility under fewer managers, closed departments, reduced services, streamlined processes and in general, found ways to do more with less. While we continue to maintain critical services and operations, there are a few areas that require additional resources in order to better meet the needs of students and ensure compliance with various laws, policies, Executive Orders and coded memoranda. The priorities articulated below reflect our most urgent areas of need.

Priorities

Priority 1: Judicial Affairs

Along with the gradual increase in enrollment, there has also been an increase in the number and complexity of violations of the Student Code of Conduct and instances of criminal activity among our students. The laws and policies governing the adjudication of student misconduct have also become more complex. In order to effectively manage these activities and maintain the safety of students and the university community, we require another, perhaps two additional positions at the MPP level to act in the roles of Student Conduct Administrator, Victim's Advocate and Investigator.

Funding: Base level funding is required for this request

Priority 2: Student Advising

The budget reductions required in previous years have resulted in the loss of a number of positions in the department of academic advising, EOP and career services. Currently, several positions in that department are being funded with temporary resources. In addition, recent campus initiatives to increase advising to students require additional staff support and departmental resources. This priority includes appropriating base funding to permanently fund 3 current staff members as well as add two career advisors and several peer advisors to this office.

Funding: Base funding is required for this initiative

Priority 3: Enrollment Services

The Enrollment Services area has experienced dramatic cuts in staffing levels over the past several years. In order to better manage the day-to-day operations, ensure compliance with various laws, policies, Executive Orders and coded memoranda and ensure a timely reporting to the Chancellor's Office, additional staff is required. Ideally, we need 7 positions. These positions will fulfill multiple roles including financial aid compliance, registration services, student communications, reporting and course scheduling.

Funding: Base funding required for this initiative

Priority 4: Psychological Services

Recent enrollment increases have placed pressure on the demand for psychological services and crisis intervention for students. We continue to have an urgent need for an additional psychologist in the counseling center. This new position will allow us to provide more timely support to students seeking services from this department.

Funding: Base funding is required for this initiative

**PROPOSED
2013-14 Division Budget Priorities**

Division: **Business and Finance**

General Comment on Priorities of the Division

The Business and Finance Division provides support to all of the critical activities of the university. When that support diminishes, the risk of failure to provide those services becomes more and more real. In spite of devastating cuts over the past ten years, the staff in the division have tried to “plug the holes in the dike” by changing processes, reorganization, streamlining, and improving processes. While these have made it possible for the university to continue to function, albeit with greater risk, they have not made up for the major reductions in budget faced by most of the units in B&F. As a point of reference, between 2003 and 2012 Facilities lost a total of \$2,520,630 or 44% of its budget for Salary, Benefits & Supplies, and during the same period the gross square footage of occupied space on campus increased by 110,338. The State funding for Capital Renewal stopped after the 2008/2009 fiscal year. There are many critical life / safety systems on campus that have issues that must be addressed immediately. As we change systems, the pace of technology has demanded in facilities and OIT that we hire more technically savvy and skilled staff who can create and support the systems we need in today’s world. Thus my focus in recommending priorities is to address key infrastructure issues that will likely impact the entire campus.

Priorities

Priority 1: Invest in Campus Facilities and Critical Facilities Functions

We need to address properly staffing the mechanical and energy division to meet the needs of our campus. This division has lost crew with specialized skills and knowledge over the past five years due to retirements and cuts. In addition, the equipment in many of our buildings is now beyond 40 years old, requiring much more time to repair, and the new equipment replacing it is much more complex, requiring more highly skilled staff. Industry averages indicate that properly balanced facilities crews should have 45% of building maintenance personnel designated to the mechanical shop. We are currently at 27%. We would reorganize the management of central plant which has grown in size and complexity. This would require addition of a manager position to manage central plant and the Maintenance and Facilities Operations and possibly our construction crews. We also request an increase in the number of building services staff: one electrician and one irrigation specialist. This is permanent base funding and would allow us to address some of the critical issues facing the campus as we continue to grow.

In addition, we are requesting funding to address some of the critical deferred maintenance backlog before we have catastrophic failures. We would like the funding to be ongoing but we recognize that it may be better to use one time funding this year and perhaps move to more recurring funding in the future.

Funding:	base	
	one-time	
	both	X

Priority 2: Invest in Technology through Critical Application Development and System Implementation

There is no question that the campus has been struggling with budget cuts and has tried to rely on technology to help bridge the gap between being able to do the work required and not. The need for application development, implementation and support has never been greater. Currently the effort required to sustain the CMS Modules of CFS and the Student System nearly consume the efforts of the available staff. The prospect of a new HRMS System, a campus data warehouse, web development, campus shared workflow system, student health center system and other yet to be defined applications cry out for more trained application development and systems implementation staff in OIT to make those implementations go as smoothly as possible.

This is a request to create a more robust application development and implementation staff to work with departments and divisions to provide technology to leverage their staff and to improve their effectiveness.

This includes funding for two expert systems analysts and one entry level system analyst including benefits. Temporary funding would be used to purchase necessary server hardware to sustain these new systems and secure maintenance agreements.

Funding:	base	
	one-time	
	both	X

Priority 3: Strengthen Financial Services and Budget Offices

Next to the Facilities Services areas, Financial Services and Budget have been forced to cut their budgets more than many units on campus. To accommodate these cuts, the unit has gone through a number of reorganizations and has given up several positions. At the same time the amount of required reporting to the Chancellor's Office and the number of internal audits and external audits we have received has increased each year. In the past three years the campus has undergone 27 audits. The work to accomplish these audits falls on the same limited staff.

The request is not to return to previous structure but to strengthen areas that are the focus for growth in the future including cash management, budget and contracts management. We would add staff accountants and a budget analyst.

Funding:	base	
	one-time	
	both	X

PROPOSED
2013-14 Division Budget Priorities

Division: Faculty Affairs & Human Resources

General Comment on Priorities of the Division

The program priority for the Faculty Affairs and Human Resources Division is to implement a training and development program along with an integrated employment, retention and compensation program. This program will support departments, including our faculty and staff, in the accomplishment of the campus mission. This program will be integrated into the total services provided by the division. This priority is addressed in the campus strategic plan and is responsive to the needs as documented by all divisions. The campus currently lacks an effective training program and the division, without ongoing financial resources, has been unable to provide significant support in these important areas.

Declining system-wide resources and campus budget cuts have made it difficult for the division to support programs that would meet our collective needs. The identified priority will specially address departmental needs in assisting individual employees to upgrade skills in the performance of current assignments. The program will also prepare employees for future job requirements and provide for career paths for advancement into other higher level jobs on the campus. The programs offered will provide for employee development plans; career counseling; on-line courses; and group seminars. The program will also address the need to properly classify jobs and provide incentives for retention.

Targeted programs will address support for faculty in areas of teaching and scholarship. These programs will be responsive to the strategic plan and based on feedback from deans, department chairs and members of the faculty. A department chair training program will be offered for the current chairs and made available to faculty who are interested in becoming a chair. The Faculty Affairs Office in partnership with the FDC will offer the academic programs.

When implemented the priority programs identified will also permit the Faculty Affairs and Human Resources Division to better allocate internal resources and make assignments to support a recruitment and retention program to insure that we have diverse applicant pools that supports diversity on the campus. The individuals appointed to the positions to support this priority will work directly with the other campus divisions, deans, department chairs, faculty members and appropriate campus committees to both identify programs and oversee their administration. A campus training committee will assist in the implementation of the staff programs. The Faculty Affairs Office will work with the FDC Advisory committee and the Director of the FDC in the administration of the faculty programs.

Priorities

Priority 1: Funding for the identified Programs

Funding will be directed toward staffing two positions to administer the programs: a training and development specialist and an employment and retention specialist. Funding will also be directed to support a clerical staff person to assist both areas. Additional funding will be used to support both staff and faculty training programs that will be offered on-line and in group sessions. The funding for the positions should be base, however the training program funds may be one-time so that we can make annual judgments.

Funding:	base	___
	one-time	___
	both	X

**PROPOSED
2013-14 Division Budget Priorities**

Division: University Advancement

General Comment on Priorities of the Division

The recent hiring of a new VP for Advancement represents a major step toward rebuilding a unit that has been reduced in resources and, thus, in productivity far too much over the past many years. The downturn has meant that we are behind in advocacy (within the CSU and within the external community) for our university, planned and spontaneous -- reactive and proactive -- communication to the campus community, the legislature, the media, and the various potential recruitment markets we need to reach. Though our resources are limited, we need to make up ground quickly. Related, we also are behind in our capacity to identify, build, and steward the relationships critical to sustained and productive development efforts. Finally, we have permitted our alumni relations effort to dwindle and thus have lost contact with generations of graduates who, more than anyone else, can advocate for us.

Priorities

Priority 1: Increase advocacy and communications capacity

Funding will be directed toward staffing two positions: a communications specialist and a graphic arts project manager. Funding will also be directed toward reestablishment of an alumni magazine (online and hard copy). Most of this funding would be ongoing in nature, though elements of developing a new alumni communication vehicle may be handled via one-time dollars.

Funding:	base	___
	one-time	___
	both	<u>x</u>

Priority 2: Increase gift development capacity

Funding will be directed toward the hiring of a new gift officer whose focus is upon strengthening regional community development relationships. This will be ongoing funding.

Funding:	base	<u>x</u>
	one-time	___
	both	___

Priority 3: Strengthen targeted marketing effort to region (for advocacy) and to recruitment candidates (for admissions).

This will represent highly visible promotion of the university in the community (e.g., greater effort to showcase our faculty and students in Turlock, Modesto, and Stockton; banners on Turlock's main university thoroughfares). It will be treated as a pilot effort to assess what truly would need to be placed in the ongoing base budget in the coming years.

Funding: base ___
 one-time x
 both ___

Priority 4: Increase operations budget for earmarked, pre-approved activities, equipment, and supplies.

Precise need to be determined by decisions regarding funding the priorities above. The operations budget in Advancement has been cut to the point that it cannot sustain added initiatives. Each of the new priorities will bring with it special requirements. An increased emphasis on alumni activities, for example, might well translate to situational hiring of the services of photographers to document faculty activities and alumni events. The amount considered here will not be large, will be monitored, and will be treated as pilot funding subject to possible movement into the base as the years progress.

Funding: base ___
 one-time x
 both ___

**PROPOSED
2013-14 Division Budget Priorities**

Division: Provost-Athletics

General Comment on Priorities of the Division

The Department of Athletics sponsors 14 men’s and women’s teams that compete at the National Collegiate Athletics Association (NCAA) Division II level. The focus of the Department of Athletics is on student athletes. The academic achievement of the athletes is the highest priority of the Department.

Priorities

Priority 1: Realign the base funding with the athletic fee funding and agreement.

In the recent budget cuts, Athletics took above average cuts compared to other University divisions and units which was not in keeping with the student approved Spring 2009 Athletic Fee Referendum. The Referendum “proposed fee increase will allow the department to provide a program that can continue to improve competitive success. . . . The need for State funding would still be present.” The referendum further states the following.

The Athletics Department and independent student athletes have proposed a fee beginning in Fall 2009 to allow for adequate funding in light of shrinking State support and to provide the opportunity to develop the program to become highly competitive in the Western Region and the NCAA. The need for State funding would still be present. The funds are planned to be used for three main purposes:

1. Improving direct programmatic resources.
2. Upgrading sports facilities.
3. Initiating curriculum specific educational opportunities.

This priority brings the Department in line with the intentions of The Spring 2009 Athletic Fee Referendum.

The budget request has yet to be completed.

Funding:	base	<u> x </u>
	one-time	<u> </u>
	both	<u> </u>

Priority 2: Additional Staff Position

The department needs one additional internal staff member for two purposes. One, is to help run day to day operations which are substantially understaffed compared to other conference athletic departments. Two, is to provide additional staff support at athletic events. There is not a sufficient number of staff to cover all events and this negatively impacts the Department’s ability to control risk.

The funding request for this position has yet to be determined

Funding:	base	<u> x </u>
	one-time	<u> </u>
	both	<u> </u>

PROPOSED 2013-14 Division Budget Priorities

Division: President

General Comment on Priorities of the Division

The University faces many budget challenges. Most can and should be addressed via divisional budget priority recommendations. A few, however, exceed the scope of individual divisions and can rightly be termed “university-level.” Their impact (degree of presence or absence, quality, necessity) encompasses almost every division.

There currently are two high-priority, university-level issues that must be dealt with sooner rather than later. The first is an upgrade of our web-communication capacity. Communication capacity is necessary for emergency situations (e.g., reliable campus notification), a considerable amount of everyday business (e.g., handling queries regarding admissions requirements), and proactive, positive messaging to promote advocacy by alumni and community leaders and to enhance student (and parent) recruitment. We presently are not at an acceptable level in this arena. Our hardware and software lag behind contemporary standards, and our IT operatives of necessity have responded with patchwork measures. We allocated one-time dollars in 2012-13 to kick-start an upgrade and now need to complete that effort. Failure to do will result not in the status quo but in continued erosion of our communication capacity.

The second university-level priority involves a more systematic upgrading of our information technology. Currently, we focus upon technology in terms of equipment in the hands of individual employees and in teaching labs and seek to replace that equipment based primarily upon its age. We do this using both central and unit-level resources. We must conceptualize our information-technology situation in terms beyond equipment only (e.g., software, applications, information storage), assess our equipment status utilizing variables in addition to age of that equipment, and seek middle ground between “one-size fits all” (which stymies innovation) and individual customization (which typically runs up front-end and maintenance costs). To accomplish this, we must consider collectively maximizing use of many of the dollars now spent by our various divisions and *add to this amount* funds sufficient to make a difference over the course of about three years and, thereafter, via agreed-upon phase-in and replacement schedules. We should not commit significant resources to university-level upgrades until we have a university-level plan in place to maximize quality, practicality, and cost-effectiveness.

Priorities

Priority 1: Upgrade web-communication capacity

Funding will be directed toward purchasing the services of an outside firm to assess our current situation and recommend directions for change. Immediate funding for this project will be one-time – allocations for consultants, special implementation

services, and equipment. To the extent that longer-term staff-level appropriations are required, this will be addressed in a subsequent budget.

Funding: base ___
 one-time x
 both ___

Priority 2: Upgrade information technology capacity and equipment

Funding will be directed toward training, planning, and assessment of information-technology needs. Equipment and programs will need to be purchased. Some of this effort will be addressed with one-time funds but some clearly already exists in and some more will need to be built into the base budget to assure continuity and systematic upgrading over time. The transition likely will necessitate creation of at least a position to implement the upgrade approach, but this likely will not need to be addressed in the 2013-14 budget.

Funding: base ___
 one-time ___
 both x