

HUMBOLDT STATE UNIVERSITY

Lisa A. Rossbacher, Ph.D., President

6 September 2018

Dr. Alex Enyedi, Provost and Vice President for Academic Affairs

Dr. Mark Rizzardi, Professor of Mathematics

Co-Chairs of the 2018-19 University Resources and Planning Committee (URPC)

Members of the 2018-19 University Resources and Planning Committee

Re: Charge to the 2018-19 University Resources and Planning Committee

Dear Alex, Mark, and the members of the University Resources and Planning Committee:

This memo is my formal charge to the University Resources and Planning Committee to help focus your work on the 2019-20 recommended budget and on fiscal issues to be considered in the 2018-19 academic year. Several of the items expand on last year's charge and reflect our continued progress in building a sustainable, balanced budget – and such a budget is critical for Humboldt State to fulfill our educational mission and support student success. The budget enables us to implement our strategic plan, to meet the goals of Graduation Initiative 2025, and to fulfill the expectations of the WASC Senior College and University Commission (WSCUC).

As you begin planning URPC's work for the coming year, I would like to ask you to keep the following goals as high priorities:

- **Continue to implement strategic budgeting principles and define strategic assets.** This effort should build on the URPC's draft [strategic assets guidelines](#), which still need feedback from subject matter experts within the strategic assets areas. *I am asking the URPC to finalize the strategic assets guidelines in the coming year and continue to document and implement strategic budgeting concepts in future budget recommendations.*

- **Recommend a balanced budget for 2019-20 that includes achievement of the full \$9-million target in reductions and savings.** We have completed two-thirds of the targeted reductions and have \$2.9 million remaining. *I am asking the URPC to recommend a balanced budget for 2019-20, which must identify concrete options for achieving the remaining \$2.9 million in reductions and savings.*
- **Analyze current enrollment assumptions and incorporate robust multi-year enrollment projections into the 2019-20 budget recommendation.** Our WSCUC reaccreditation report highlighted enrollment and budget as focal areas for the special site visit in spring 2021. Enrollment has a direct impact on the University's resources, and understanding current trends and how the Strategic Enrollment Management Plan and Graduation Initiative 2025 will influence future enrollment and revenue is of utmost importance. *I ask the committee to request robust multi-year enrollment projections and to incorporate them into the 2019-20 budget recommendation.*
- **Continue to enhance communication strategies with the campus community to improve transparency, awareness, and understanding of the budget.** In the last several years, a combination of written communications, open forums, and updates to the University Senate and to academic and administrative groups meetings have been useful communication tools. *I request the committee continue to enhance communication strategies and develop an on-going plan to incorporate these efforts into the annual budget process.*
- **Continue to develop multi-year budget plans (at least for the two subsequent fiscal years).** URPC responded to this initial request in 2016-17, developing a plan that included budgets for the subsequent two years, within a five-year planning horizon. *I ask the committee to continue this effort, articulate the underlying assumptions, and develop a formal multi-year recommendation. Please continue to implement the integrated assessment, planning, and budget process to solidify a unified multi-year planning process in alignment with institutional priorities and a continuous improvement cycle.* Assessment is the other area of focus for the WSCUC special site visit in spring 2021, and ensuring we maintain forward momentum in integrating assessment with budget planning is critical.
- **Finalize recommended guidelines for use of unspent balances ("roll forward") at the conclusion of a fiscal year.** Last year, initial guidelines were drafted, but they were not finalized. These guidelines will support the implementation of the reserve policy and establish a consistent, principled approach to how unspent resources are utilized to support the University's mission and strategic goals. *I ask the committee to consult as needed, finalize, and formally recommend*

guidelines for how unspent funds at the end of a fiscal year are “rolled forward,” allocated, and utilized in the subsequent fiscal year.

- **Review quarterly budget reports and projections for the current fiscal year.** Building upon last year’s quarterly budget report and the URPC’s development of the HSU Budget Oversight Policy, *I am asking URPC to review these reports each quarter, monitor revenue and spending activity to ensure areas are spending within their budgets, and promptly identify and offer recommendations to me on any areas of concern.*

The California State University’s Board of Trustees will begin planning for its 2019-20 budget request to the Governor and Legislature next week. The budget planning process always includes a number of unknown factors, and I will keep you informed about developments as the planning process for 2019-20 moves forward.

Thank you for the time, energy, and perspective you invested last year to engage the University community in the budget-planning process and for your continued dedication to this important work that supports the University’s educational mission and student success. We have made significant progress in addressing our budget challenges, and I look forward to working with you to further these efforts in the coming year. If you need additional assistance or information from me, please just let me know.

With very best wishes,

LAR

Lisa A. Rossbacher, Ph.D.
President