



HUMBOLDT STATE UNIVERSITY

Office of the President

4 August 2017

To: Dr. Alex Enyedi, Provost and Vice President for Academic Affairs
Co-Chair of the University Resources and Planning Committee (URPC)

Dr. Mark Rizzardi, Professor of Mathematics
Co-Chair of the University Resources and Planning Committee (URPC)

cc: University Resources and Planning Committee (URPC)
Doug Dawes, Interim VP for Administration and Finance
Amber Blakeslee, Budget Director

Dear Alex, Mark, and URPC members:

I want to thank the University Resources and Planning Committee for the good work you have done in developing the 2017-18 budget recommendations for Humboldt State University. The URPC recommendations reflect the continuing move toward strategic budgeting, which will align our budget with the priority goals of the University and planning for the future. I especially appreciate the comments that you offered on the recommended budget, to be sure that we are clear about the assumptions and potential implications of the decisions involved with this budget.

I acknowledge the effort that the URPC has invested in creating a framework for strategic asset allocation, and I look forward to seeing the strategic budgeting plans finalized. I also acknowledge the recommended University Operating Fund Reserve Policy, to which I will respond (positively) in a separate message.

I approve the recommended budget, with the following observations.

- We are, indeed, monitoring prospects for fall enrollment closely. The actual enrollment will impact the budget in two ways: 1) through the state appropriation which is based on the CSU-assigned target and 2) through the tuition and fees associated with the actual enrollment. Enrollment numbers for 2017-18 may affect future budget years (through the allocation from the CSU) and the current year (with tuition and fees).
- As highlighted by the URPC, plans are underway to find sustainable solutions to address the budgets in the academic colleges and intercollegiate athletics. I expect these to be resolved in 2017-18, with the

budgetary impact affecting fiscal year 2018-19. I concur with the URPC's observation that broad and open consultation about Phase 2 budget planning will be critical to its value to the University.

- I agree that allocating resources to the Capital Improvement Fund needs to be a high priority, and I plan to ensure this happens in budget planning during 2017-18.

The long-term solution to establishing fiscal stability for the University will be collaborative exploration of ways to operate more efficiently, focus on our core mission, and think creatively about new revenue streams. Linking these explorations to our mission, vision, values, and strategic plan will be critical in ensuring fidelity to our identity as Humboldt State.

I look forward to working with the URPC and the entire University community to assess and plan for our budgets for the future.

Thank you for your many contributions to HSU!

With appreciation and best wishes,



Lisa A. Rossbacher, Ph.D.
President