

URPC Divisional Reporting Worksheet - Advancement Division (1/15/2021)

As stated in the URPC's Balanced Budget Proposal for 2019-2022, "Each Division will be tasked with providing a clear, transparent, and rationalized summary to the URPC regarding progress towards identifying and adopting strategies to achieve the specified reductions in alignment with our Guiding Measures and Principles . These summaries will be submitted quarterly, beginning March 31, 2020." Below is a worksheet for documenting and reporting information that will help keep the URPC and campus informed about Divisional planning.

Please describe your division's Year 1 achieved reductions (reflected in the 2020-21 budget) and also provide a status update of reduction actions since July 1, including how much is still outstanding.

Base budget for reduction calculation: \$4,010,000

18.3% Reduction (4% of campus total): \$735,000

Estimated reductions accomplished: \$600,000

- Eliminate vacant Assoc. VP position and three vacant staff positions ~ \$450,000
- Reduce OE based on Budget Office analysis ~ \$80,000
- Eliminate subsidy of print and bulk mailing services ~ \$70,000

Estimated remaining reductions: \$135,000

- Additional OE reductions and possible additional savings from eliminated positions
- One-time or additional ongoing support possible from non-state sources.

No savings were realized from the Early Exit Program as no University Advancement employees chose to participate.

Please describe the overall budget reduction planning process within your division. Additionally and specifically, address the following:

a) How have you achieved transparency among your stakeholders? For example, how did you share with your stakeholders an overview of the division's budget, with a description of what has been reduced thus far and from where, and how much is still needing to be achieved?

b) How have you engaged stakeholders in a shared decision-making process? For example, how was their feedback and input considered in decisions made thus far, and how will their feedback/input be considered in decisions still to be made to reach final reduction targets?

University Advancement collaborates with, and provides services to, many different units on campus. The division's primary audiences are external, including alumni, donors, families of current students, community members, and elected officials. The division is also very focused on students, prospective students and their families, and this plays out primarily through marketing support to Admissions as well as University-wide

URPC Divisional Reporting Worksheet - Advancement Division (continued)

communications including social media and top-level websites.

The Budget Office provided extensive consultation regarding the divisional budget as well as the related HSU Foundation Budget. There have been ongoing discussions about the division's budget planning with campus leadership, leadership within the division, and key volunteers. There have been briefings and updates for divisional staff as well as discussions of divisional priorities. The division has also consulted with the leadership within the HSU Foundation, which is closely associated with University Advancement, as well as volunteer leaders involved in planning for a capital campaign. Much of the work for the current budget reduction builds upon a reorganization effort that was already underway during the prior year.

A study group of the HSU Foundation Board produced a report on possible ways the Foundation could provide additional financial support for fundraising efforts. Notably, the study group recommended that such support be in conjunction with additional campus investment.

Financial Services has developed a budget document that shows the budget of both University Advancement stateside budget and the HSU Foundation. It provides greater clarity about how the two budgets interact, and clearly shows the operational funds held within the Foundation.

A draft campaign budget, based on best practices and experience at other campuses, is being used to inform staff and volunteers involved in helping plan the capital campaign. It assumes a need for operational funding of approximately 10% of the campaign goal.

Please speak to how your reduction strategy contemplates and incorporates the guiding principles as provided by the URPC:

- **Students First:** We will always prioritize the needs of students and their education first. We will support students' academic success and provide courses and services that facilitate their education and graduation.
- **Preserve and Value Personnel:** The education of students is intimately linked to the morale and security of staff and faculty. As such, every effort will be made to avoid concerted personnel dismissals. We will instead focus on preserving jobs for existing employees and engaging in thoughtful, evidence-driven approaches to filling positions as vacancies arise, and leveraging reassignment of personnel in line with student needs and growth.
- **Fiscal Stability and Revenue Enhancement:** The budget must be balanced on an annual basis, and be sustainable into future years, through co-equal consideration of contemporary needs and ongoing institutional health.
- **Mission, Vision, and Context:** We will continue to work toward realizing the articulated vision of the University.
- **Transparency (Clarity), Communication, and Shared Governance:** We need input in order to make informed decisions about resource allocations such that they reflect the values, needs, and avowed intentions of the University community. In order to provide meaningful input, the Campus community must be informed about the issues being considered. Reciprocal participation by all stakeholders is thus advised and requested.

Students First

The division supports student success in numerous ways, including through raising funds for scholarships/programs and through university-wide communications. While the reductions will have medium-term and long-term harm, particularly with reduced overall charitable support for future students, it frees up more funds more quickly for direct services to current students.

Preserve and Value Personnel

This budget depends largely on eliminating vacant positions and reassigning responsibilities to current staff. We have maintained most student jobs in the Division, though some vacant student positions are not currently filled. This includes keeping a student caller program going throughout the pandemic, unlike most other CSUs with similar programs. At this point, our budget planning for future years does not rely on layoffs. With those vacancies that must be filled, the division remains flexible and willing to consider campus reassignments.

Fiscal Stability and Revenue Enhancement

The division's budget planning prioritizes expanding the number of major gift officers and enhancing overall capacity to carry out a capital campaign. These are vital steps in order to take advantage of clear opportunities to increase overall charitable giving to the University. However, success in this area will be dependent on creative financing in the face of significant base budget reductions. Possibilities being explored include one-time funding, additional one-time or ongoing support from HSU Foundation operational funds, and direct investment in fundraising efforts by donors who understand the potential of increased capacity. The division is also working with campus partners - such as Sponsored Programs - to overcome or remove campus barriers to generating external revenue as well as to more creatively utilize funds to accomplish University goals.

Mission, Vision, and Context

University Advancement efforts are consistently focused on supporting University priorities and enhancing its brand. The division is relatively nimble and able to pivot to meet changing priorities.

Transparency (Clarity), Communication, and Shared Governance

The division has shared updates and information with campus leadership, key campus committees, volunteer leaders, and stakeholders. Our budget may be explored in detail using Budget Office website tools. The HSU Foundation website has extensive information and documentation. Data provided to the Council for Advancement and Support of Education (CASE) and to the CSU results in reports about charitable giving that contain overview information and details about HSU's efforts.

What might be some projected consequences of your respective reduction/reduced distribution of resources?

- What strategies will you adopt/have you adopted for limiting potential impact to students?
- What are the broad consequences of proposed actions? Include measures such as position reductions and dollar amounts down to the MBU.
- What were the consequences of actions undertaken thus far.
- What are potential inter-divisional impacts? How have you determined those impacts and subsequently limited negative outcomes for other areas?

University Advancement has been deeply impacted by budget reductions over the last five years, well before the most current reductions. In addition, with this budget, University Advancement is taking on a larger percentage reduction than any other division, and accomplishing most of it within the first year.

- According to the Open Book dashboard, University Advancement's expenditure budget is now lower in real dollars than in 2015-16 - \$3.8 million in 2015-16 and \$3.6 million in 2020-21.
- A comparison of filled positions on the University Advancement organizational chart from five years ago and today shows a decline in FTE employees from 31 to 22 - and that does not include the loss of 2 stateside employees and 6 non-state employees at KHSU.
- Operationally, the division is nearly always ineligible for special funding initiatives such as Graduation Initiative 2025, CARES, or any current internal grants from the CSU. This has amplified the impact of reductions to the division's base budget.

The most current reductions will likely:

- Reduce opportunities for alumni outreach
- Decrease effectiveness of fundraising efforts
- Reduce the availability and timeliness of certain services to campus units - including design, photography, and web development
- Reduce campus support that is not directly tied to external audiences

To limit impact on students, the division is:

- Avoiding reductions to student employment budget, while exploring strategies for increasing the number of student employees.
- Expanding efforts to engage in small, low-cost fundraising around particular needs - such as support for students during the pandemic, support for students affected by wildfires or other current crises, support for students facing unexpected short-term financial challenges, and support for students facing health challenges.

Notes on some lessons learned:

- University Advancement's base budget for purposes of this reduction included non-state funding from the HSU Foundation and chargebacks from external grants/contract accounts. This seems illogical. Why would external revenue (grants, revenue, bond funding, donations) generated in University Advancement or any other area of campus result in requirements for reductions to state funding?
- There is value in short-term help to complete projects, launch programs, provide specialized expertise, etc. However, the campus does not have clear guidance on preferred approaches for achieving this.

As stated in the URPC's Balanced Budget Proposal for 2019-2022, "Each Division will be tasked with providing a clear, transparent, and rationalized summary to the URPC regarding progress towards identifying and adopting strategies to achieve the specified reductions in alignment with our [Guiding Measures and Principles](#). These summaries will be submitted quarterly, beginning March 31, 2020." Below is a worksheet for documenting and reporting information that will help keep the URPC and campus informed about Divisional planning.

Please describe your division's Year 1 achieved reductions (reflected in the 2020-21 budget) and also provide a status update of reduction actions since July 1, including how much is still outstanding.

Academic Affairs continues to make progress towards achieving the \$13.4m in reductions, over a three-year time period (FY 20, 21, 22). \$4m of the \$13.4m total was reduced in 20-21, and the specific divisional plans to achieve the \$4m were captured in the Academic Affairs Strategic Reduction Narrative (attached) and the original budget posting.

The divisional leadership team continues to work together and within each MBU to achieve the remaining \$9.4m in reductions, striving to reduce \$5.6m in FY 21 and \$3.8m in FY 22. We have been communicating with the University Budget Office as one-time bridge funding will be needed for FY 22, and have representation on the Enrollment Projection Committee working to solidify Fall 2021 anticipated enrollment and the resulting budget implications. The Provost has asked each area to reduce more in FY 21 than in FY 22, to provide flexibility to the division and the university as enrollment is less predictable due to the impact of COVID.

Please describe the overall budget reduction planning process within your division. Additionally and specifically, address the following:

- a) How have you achieved transparency among your stakeholders? For example, how did you share with your stakeholders an overview of the division's budget, with a description of what has been reduced thus far and from where, and how much is still needing to be achieved?
- b) How have you engaged stakeholders in a shared decision-making process? For example, how was their feedback and input considered in decisions made thus far, and how will their feedback/input be considered in decisions still to be made to reach final reduction targets?

Provost Capps organized a budget retreat for the OAA Leadership team in October. There, the team reviewed the campus historical budget reduction context presentation, the OAA budget reduction timeline and strategies from Spring 2020, the Academic Affairs 2020-21 Strategic Reduction Narrative, confirmed the guiding principles and agreements from prior working groups, looked at the remaining reductions to be achieved, and discussed next steps in planning for FY 21 and 22. A planning template was provided, asking each MBU to achieve a 7% reduction from their current budget in FY 21, and an additional 3.8% in FY 22. The template reminded leaders that these target amounts are only a flat percentage by MBU, are for planning purposes only, and do not consider prior year reductions or strategic decisions we intend to work through as a division. There are also reminders that the remaining reduction total of \$9.4m may evolve, and is based on changes in state funding, enrollment, and other factors. Each MBU has been asked to work with their leadership team and stakeholders to develop a strategy, and submit their preliminary two-year reduction plans for divisional review by December 22, with final budget reduction plans due March 1. After the preliminary plans are

submitted, the divisional leadership can review the consolidated recommendations, consider the impacts, and discuss next steps.

The Provost shared the Strategic Reduction Narrative, the Historical Budget Context presentation from the leadership retreat, and the Academic Cost Containment with the Council of Chairs at a special budget focused meeting held on November 12. The chairs were invited to offer suggestions regarding the budget, advised of a variety of ways to participate in the reduction planning, and asked to consider opportunities to invest and strengthen programs in the context of the Academic Road Map. The chairs were also asked to engage their department in the discussions, and to share the information out for consideration and feedback. While each MBU has approached their consultative process slightly differently, there is a shared commitment to approaching these reductions with a student first perspective and to contribute collectively to reductions across the division while maintaining academic quality.

The Provost has been providing updates to the division as planning proceeds, and to the Senate in URPC and Provost written reports. Recently, the Provost announced several changes that will allow for budget savings and will free up capacity, including centralizing all APS related activity back into the APS office, addressing the leadership vacancy in Institutional Effectiveness by moving Assessment under the Vice Provost, and the Research team to ITS, and asking the Dean of the Library to provide leadership within CEEGE after the Dean of CEEGE retires.

Please speak to how your reduction strategy contemplates and incorporates the guiding principles as provided by the URPC:

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- **Fiscal Stability and Revenue Enhancement:** *The budget must be balanced on an annual basis, and be sustainable into future years, through co-equal consideration of contemporary needs and ongoing institutional health.*
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The Academic Affairs 2020-21 Strategic Budget Narrative points directly to these URPC guiding principles, and includes them in the list of fundamental reduction assumptions given to the leadership

URPC Divisional Reporting Worksheet - Academic Affairs Division (continued)

team: 1) division reductions will be spread across three years; 2) division priorities and URPC principles will guide divisional decision making; 3) all decision making will include consultation within the colleges/MBUs and with OAA leadership; and 4) staff and faculty attrition will contribute to spending reductions for a three-year period.

As the division works to develop the plans for years 2 and 3, questions about planning activity and reduction targets in other divisions remains a question. It would be extremely helpful to have the URPC continue to ask for reports, gather information, and share information out with the campus so that the community can see the collective effort, pain, and progress.

As we look forward, the division will be looking to the Academic Road Map and the phase 1 of the Strategic Plan, released to the Senate on December 15. These will be foundational pieces of our decision-making process.

- What might be some projected consequences of your respective reduction/reduced distribution of resources?
- What strategies will you adopt/have you adopted for limiting potential impact to students?
- What are the broad consequences of proposed actions? Include measures such as position reductions and dollar amounts down to the MBU.
- What were the consequences of actions undertaken thus far.
- What are potential inter-divisional impacts? How have you determined those impacts and subsequently limited negative outcomes for other areas?

Academic Affairs will be better positioned to answer this portion after the MBUs submit their initial reduction plans on December 22. Each reduction plan template reminds the MBU lead of our commitment to a student first perspective, and includes a section for each reduction strategy to be explained, along with concerns and impact of each reduction type. For now, we will share the information from our prior report to the URPC, which outlines specific strategies being considered.

FY 20-21

Continued attrition of staff positions (not replacing all vacant staff positions)

Continued attrition of tenure-track faculty positions (not replacing all vacant tenure-track positions)

Initial consolidation of academic administrative units where this makes sense

Administrative reorganization and consolidation in Office of the Provost

Reduction of Operating Expense and Lecturer Pool funds

Continued adjustment of the academic schedule and course offerings to meet needs of smaller student body

And Beyond

Reorganization of staffing within and across colleges/MBUs

Continued consolidation of academic administrative units

Continued attrition of staff positions (not replacing all vacant staff positions)

Continued attrition of tenure-track faculty positions (not replacing all vacant positions)

Other strategies to be determined by new Provost

Strategic growth based on the Academic Master Plan

FY 21 Impact

- Fewer MPPs and organizing MPP work in new ways
- Not filling all staff positions and rethinking of some staffing and deploying employees to service in different areas – ongoing this year (requiring staffing reorganization plans of all)
- Less operating funding to support travel, activities, etc.
- Fewer class sections due to enrollment declines (maintaining progress to degree)
- New academic units
- New ways of working as staff

Academic Affairs 2020-21 Strategic Reduction Narrative

May 21, 2020

Overview and Guiding Principles

Academic Affairs engaged in extensive Leadership Team budget planning in 2019-20 for a \$3.6 million reduction to be absorbed over the next two fiscal years. This was part of a \$5.4 million deficit the URPC had identified early in the academic year, and was related to enrollment decline. With Provost Enyedi leaving mid-year, interim Provost Bond-Maupin led the OAA Leadership team through a collaborative planning process, beginning with a budget retreat in January. In February, the leadership team worked together to finalize division principles and priorities for resource allocation decision making.

What we want to affirm as we allocate resources and burdens - make decisions:

- Our shared goals and priorities as a division
- Our financial interdependence and collective responsibilities
- Flexibility and nimbleness as things change
- Opportunities to streamline and simplify processes
- Communication, consultation, and true openness to/space for disparate voices
- Data-informed and strategic-plan driven processes
- Assessment and evaluation of impact of investments
- Shared accountability

What we want to be careful to promote and support in spite of fund reductions:

- Academic excellence
 - Support faculty to serve students
 - Student retention
 - Successful student completion/graduation
- Evidence-based practices to achieve student-centered goals
- Cost-effective, student-centered academic schedule
- Funds for innovation
- Services to students
- Sustainable, relevant curricula

In March, early predictive indicators revealed enrollment was dropping more than originally forecasted, and the reduction amount was under review by the URPC. With the onset of COVID, enrollment projections were further adjusted and the projected reductions for the campus rose to \$20 million, with the Academic Affairs' portion set at \$13.4 million. Provost Bond-Maupin advocated for a three-year reduction strategy, to allow Academic Affairs to maintain a student first focus, and allowing time to engage in a robust Academic Master Plan development. The Provost communicated out a reduction strategy to the leadership team, requesting each MBU submit a detailed three-year reduction strategy and indefinitely freezing staff vacancies until MBUs completed comprehensive staff reorganization plans.

The Leadership team used the following assumptions when developing their reduction and staffing plans:

- Division reductions will be spread across three years (FY 21, 22, 23)
- Division priorities and [URPC principles](#) will guide divisional decision making
- All decision making will include consultation within the colleges/MBUs and with OAA leadership
- Staff and faculty attrition will contribute to spending reductions for a three-year period

URPC Divisional Reporting Worksheet - Academic Affairs Division (continued)

- Academic colleges are fully implementing a timely course schedule adjustment process based on enrollment shifts
- We must simultaneously strengthen student retention and inclusion and draw in new students

Summary of 20-21 Reductions

In the first year of reductions, Academic Affairs needed to also address remaining Phase 2 reduction commitments, along with the 2019-20 marginal cost reduction distribution. In addition, the division had identified the need to formally create a Center for Translation and Interpretation, to provide a direct pathway to providing bilingual communications for students and their families. As reductions were reviewed, additional base funding was carved out to support this critical need on campus. The total amount Academic Affairs is reducing in 20-21 is \$4,876,548. The reductions were distributed across the division using the MBU reduction plans, with consideration of past MBU reduction contributions, and with a focus on the URPC FIRMS code distribution percentage recommendations.

2020-21 Target

The CMC has centrally held 19-20 deficits, which will add to our overall divisional reduction target.	
Phase 2 Travel Reduction	62,000
Phase 2 Revenue Offset for MOUs*	20,000
19-20 Marginal Cost	694,548
Prior Year Reduction Total:	776,548
PAT Commitment	4,000,000
Base Funding for new Center for Translation and Interpretation*	100,000
Combined 20-21 Total:	4,876,548

** The Provost Office and CAHSS carved out matching funds for the new Center for Translation and Interpretation*

Updated Reductions Detail

Final Reduction Recommendations

MBU	19-20 Orig Budget	FTE Impact	Salary	Benefits	OE	Total	% by MBU
Academic Affairs - VP	3,859,710	(1.9)	(172,900)	(81,222)	(151,615)	(405,737)	-10.5%
Academic Programs	4,058,701	(3.5)	(119,493)	(100,213)	(36,113)	(255,819)	-6.3%
Centrally Managed Commitments**	783,193	(2.1)	(151,368)	(94,955)	(92,000)	(338,323)	-43.2%
College of Arts, Hum & SS	21,760,437	(11.3)	(674,672)	(387,488)	(184,664)	(1,246,824)	-5.7%
College of Ext Ed & Global Engage	256,660	(1.3)	(68,928)	(35,404)	(6,850)	(111,182)	-43.3%
College of Nat Res & Sciences	23,431,308	(13.4)	(749,676)	(459,046)	(80,000)	(1,288,722)	-5.5%
College of Prof Studies	14,455,612	(6.8)	(470,609)	(262,450)	(62,000)	(795,059)	-5.5%
Information Tech Svs	8,780,517	(2.0)	(165,834)	(91,950)	(5,600)	(263,384)	-3.0%
University Library	3,118,148	(2.0)	(72,910)	(54,789)	(43,799)	(171,498)	-5.5%
Academic Affairs Total	80,504,286	(43.5)	(2,597,410)	(1,536,791)	(742,347)	(4,876,548)	-6.1%

Updated % Reductions Over Time by MBU

MBU	Phase 1 & 2		2020-21 Additional \$	Updated Reductions	
	\$	%		\$	%
ACADEMIC AFFAIRS - VP	(581,000)	-18.4%	(405,737)	(986,737)	-25.6%
ACADEMIC PROGRAMS	(110,000)	-2.9%	(255,819)	(365,819)	-9.0%
CENTRALLY MANAGED COMMITMENTS	(1,394,000)	-110.2%	(338,323)	(1,732,323)	-221.2%
COLLEGE OF ARTS, HUM, - SS	(455,000)	-2.4%	(1,246,824)	(1,701,824)	-7.8%
COLLEGE OF EXT ED GLOBAL ENGAG	(577,024)	-45.9%	(111,182)	(688,206)	-268.1%
COLLEGE OF NAT RES. - SCIENCES	(1,083,109)	-5.1%	(1,288,722)	(2,371,831)	-10.1%
COLLEGE OF PROF STUDIES	(766,891)	-5.9%	(795,059)	(1,561,950)	-10.8%
INFORMATION TECH SVCS	(864,976)	-9.8%	(263,384)	(1,128,360)	-12.9%
UNIVERSITY LIBRARY	(158,000)	-4.9%	(171,498)	(329,498)	-10.6%
	(5,990,000)		(4,876,548)	(10,866,548)	

*Library reductions, totaling \$313,900, replaced with lottery funding are not counted in the % or in the base.

**This % reductions showing are in comparison to 19-20 base budget amounts.

Updated Reductions by Firms Code

MBU	Academic Support	Institutional Support*	Instruction	Student Services	Reductions Total
ACADEMIC AFFAIRS - VP	(67,802)	(337,935)			(405,737)
ACADEMIC PROGRAMS	(186,619)			(69,200)	(255,819)
CENTRALLY MANAGED COMMITMENTS			(338,323)		(338,323)
COLLEGE OF ARTS, HUM, - SS			(1,246,824)		(1,246,824)
COLLEGE OF EXT ED GLOBAL ENGAG				(111,182)	(111,182)
COLLEGE OF NAT RES. - SCIENCES	(53,073)		(1,235,649)		(1,288,722)
COLLEGE OF PROF STUDIES	(216,351)		(578,708)		(795,059)
INFORMATION TECH SVCS		(263,384)			(263,384)
UNIVERSITY LIBRARY	(171,498)				(171,498)
Academic Affairs Total	(695,343)	(601,319)	(3,399,504)	(180,382)	(4,876,548)
URPC Firms as % of Total Reduction	19.5%	10.0%	69.1%	1.5%	
Proposed Reductions as %	14.3%	12.3%	69.7%	3.7%	

* Includes 2 positions within IT that are considered institutional support positions even though department may have a different FIRMS code. Cleared entry with ITS and UBO.

FTE Impact of Proposed Changes

FTE	MPP/Staff	Faculty/Lec	Total
OAA FTE	256.1	395.9	652.0
Reduced FTE	-20.7	-23.5	-44.2
% Reduced	-8.1%	-5.9%	-6.8%

Major Program Participation % by College

Fiscal Year	Majors	CAHSS	CNRS	CPS
2016/2017	7825	27%	40%	30%
2017/2018	7584	27%	40%	30%
2018/2019	6977	27%	40%	29%
2019/2020	6294	28%	41%	28%
4 Yr Avg		27%	40%	29%

Minor Program Participation % by College

Fiscal Year	Minors	CAHSS	CNRS	CPS
2016/2017	1387	43%	32%	25%
2017/2018	1435	42%	30%	28%
2018/2019	1384	41%	32%	27%
2019/2020	1265	42%	31%	26%
4 Yr Avg		42%	31%	27%

Course FTES % by College

Fiscal Year	Total FTES	CAHSS	CNRS	CPS
2016/2017	7765.8	38%	37%	25%
2017/2018	7620.6	37%	37%	26%
2018/2019	7054.6	37%	36%	27%
2019/2020	6359.6	37%	37%	27%
4 Yr Avg		37%	37%	26%

Using the 19-20 base budget amounts for the three colleges, CAHSS is 36.5%, CNRS is 39.3%, and CPS is 24.2%.

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Please describe your division's Year 1 achieved reductions (reflected in the 2020-21 budget) and also provide a status update of reduction actions since July 1, including how much is still outstanding.

Administrative Affairs is responsible for \$3,363,626 of the \$20 million institutional reduction targets. As of July 1, 2020, Administrative Affairs had realized 59% of the division’s targeted reductions:

Year 1 Reduction Summary: -\$1.99M

Budgeted Position Reductions - \$1.5M

- Eliminated 15 positions (incl. 5 seasonal/pool positions)
- Shifted 3 positions to alternate funding sources

Operating Expense Reductions - \$.49M

Summary by MBU (note: initial MBU targets slightly higher than total target for division)

Admin Affairs By MBU	Reduction Target by MBU	2020-21 Reductions
ADMINISTRATIVE AFFAIRS - VP	-228,001	-162,236
BUSINESS SERVICES	-872,792	-445,060
FACILITIES MANAGEMENT	-1,828,178	-1,330,719
HUMAN RESOURCES	-196,758	-31,359
UNIVERSITY POLICE	-409,052	-23,210
Grand Total	-3,534,781	-1,992,584
<i>Above/(Below) Target</i>	<i>171,155</i>	

Year 2 Reduction Update: -\$1.37M

- Division leadership has been actively working on remaining reductions this fall
- Reduction plans due to VP Gordon this month (December)
- Significant portion of remaining reductions will be achieved through EEPs (~10 positions)
- Reorganizations underway to realign work
- Remaining reduction plans will be finalized in January

Please describe the overall budget reduction planning process within your division. Additionally and specifically, address the following:

URPC Divisional Reporting Worksheet - Administrative Affairs Division (continued)

- a) How have you achieved transparency among your stakeholders? For example, how did you share with your stakeholders an overview of the division's budget, with a description of what has been reduced thus far and from where, and how much is still needing to be achieved?
- b) How have you engaged stakeholders in a shared decision-making process? For example, how was their feedback and input considered in decisions made thus far, and how will their feedback/input be considered in decisions still to be made to reach final reduction targets?

An overview of the division's reduction planning process:

- Last spring, leadership team developed preliminary reductions plans based on 15%, 20%, and 25% scenarios
- From there, initial planning targets were established by MBU/area at differential levels
 - Note: initial targets in total slightly higher than needed to provide a buffer
- Reductions to occur over two years (2020-21 Budget and 2021-22 Budget), with the goal to achieve as much in Year 1 as possible
- Depending on the size of the MBU, additional engagement with area leadership teams occurred to develop scenarios and plans (example: Facilities Management engaged the FM lead team in this work)
- In addition to updates and engagement by leaders within their respective areas, reduction information similar to this request was also shared at the December all division meeting (budget updates are a regular agenda item at almost every division meeting) to ensure everyone is informed on budget, division priorities and MBU priorities.

Please speak to how your reduction strategy contemplates and incorporates the guiding principles as provided by the URPC:

- **Students First:** *We will always prioritize the needs of students and their education first. We will support students' academic success and provide courses and services that facilitate their education and graduation.*
- **Preserve and Value Personnel:** *The education of students is intimately linked to the morale and security of staff and faculty. As such, every effort will be made to avoid concerted personnel dismissals. We will instead focus on preserving jobs for existing employees and engaging in thoughtful, evidence-driven approaches to filling positions as vacancies arise, and leveraging reassignment of personnel in line with student needs and growth.*
- **Fiscal Stability and Revenue Enhancement:** *The budget must be balanced on an annual basis, and be sustainable into future years, through co-equal consideration of contemporary needs and ongoing institutional health.*
- **Mission, Vision, and Context:** *We will continue to work toward realizing the articulated vision of the University.*
- **Transparency (Clarity), Communication, and Shared Governance:** *We need input in order to make informed decisions about resource allocations such that they reflect the values, needs, and avowed intentions of the University community. In order to provide meaningful input, the Campus community must be informed about the issues being considered. Reciprocal participation by all stakeholders is thus advised and requested.*

URPC Divisional Reporting Worksheet - Administrative Affairs Division (continued)

The division is committed to achieving it's targeted reductions. The division is also working as a strategic partner to advance University efforts to expand and diversify revenue streams. Three members of the division's leadership team were leads on the strategic planning work group for Resource Stewardship and Sustainability, so we are actively engaged and connecting our work with the larger mission, vision and goals of the University. Where possible, we have worked to eliminate vacant positions and not backfill EEPs in order to preserve existing personnel. In addition, as reorganizations have occurred, we have focused on providing growth opportunities for our existing employees.

While much of our work indirectly supports students, we have made efforts to reduce spending in combination with reorganizations and process improvement to minimize impacts to students and the campus. Preserving student jobs has been a focus during our planning efforts and we have even added a student intern program to help train and prepare students for the workforce when they graduate. One student from the program, who is graduating this month, has been hired as an emergency hire in Payroll - demonstrating the early success of this program.

- What might be some projected consequences of your respective reduction/reduced distribution of resources?
- What strategies will you adopt/have you adopted for limiting potential impact to students?
- What are the broad consequences of proposed actions? Include measures such as position reductions and dollar amounts down to the MBU.
- What were the consequences of actions undertaken thus far.
- What are potential inter-divisional impacts? How have you determined those impacts and subsequently limited negative outcomes for other areas?

Challenges:

- Maintaining and improving service with less staffing
- Preserving staff morale
- Increased workload and stress associated with COVID-19 response, which is significant within the Administrative Affairs division

Strategies/Opportunities:

- Process improvement initiatives
- Rethinking how we do the work that we do
- Realigning work to better serve students and campus stakeholders
- Reorganizations to streamline operations and minimize service impacts
- Cross division consolidation opportunities

Potential consequences/impacts:

- Less resources to serve the campus could create service delays and/or challenges meeting service needs
- Less flexibility/capacity to meet new service needs as they arise

As stated in the URPC's Balanced Budget Proposal for 2019-2022, "Each Division will be tasked with providing a clear, transparent, and rationalized summary to the URPC regarding progress towards identifying and adopting strategies to achieve the specified reductions in alignment with our [Guiding Measures and Principles](#). These summaries will be submitted quarterly, beginning March 31, 2020." Below is a worksheet for documenting and reporting information that will help keep the URPC and campus informed about Divisional planning.

Please describe your division's Year 1 achieved reductions (reflected in the 2020-21 budget) and also provide a status update of reduction actions since July 1, including how much is still outstanding.

The total reduction target assigned to the Enrollment Management Division is \$1,387,048. Year one position reductions within the division resulted in achieved reductions to base HM500 of \$806,562.

A decision was made by PAT to reallocate the funding for one of these eliminated positions to the Learning Centers resulting in a total reduction amount achieved for the division of \$716,684. This leaves \$670,364 (48%) in remaining reductions yet to be realized for Year 2.

In Year 2, Early Exit Program (EEP) retirements for three positions result in an estimated reduction amount of \$255,496 as positions are eliminated. There were two other EEP positions that are mission critical and required a backfill: a clinical lab scientist in the Health Center and the Veterans Services Coordinator. These retirements do not result in any significant savings for budget reductions beyond replacements at projected lower starting salary rates.

After accounting for EEP estimated retirements, the remaining balance of the assigned reduction is \$414,868. In addition to this target, the division has an additional operating expense reduction of \$96,368 that was held centrally and offset within VP division wide funds last year.

Reduction planning for both amounts totaling \$511,236 is currently underway and is the top priority for EM leadership. Various reduction scenarios have been proposed with departments taking a minimum operating expense reduction of 30% up to as much as 50% to achieve the remaining reductions. These OE reductions will lead to some difficult tradeoffs in terms of student programming that will need to be reimaged and in some cases eliminated entirely as we carefully realign our resources toward sustainability.

Please describe the overall budget reduction planning process within your division. Additionally and specifically, address the following:

a) How have you achieved transparency among your stakeholders? For example, how did you share with your stakeholders an overview of the division's budget, with a description of what has been reduced thus far and from where, and how much is still needing to be achieved?

URPC Divisional Reporting Worksheet - Enrollment Management Division (continued)

b) How have you engaged stakeholders in a shared decision-making process? For example, how was their feedback and input considered in decisions made thus far, and how will their feedback/input be considered in decisions still to be made to reach final reduction targets?

The Vice President and Budget Director created four scenarios to achieve the required reductions in two years. The Enrollment Management directors discussed and debated the four and decided on a synthesis of scenarios two and four. Our process considered the guiding principles and divisional priorities.

In addition to the EM leadership team, program coordinators and admin support across the division are being consulted through reduction planning exercises on how each respective area could absorb various operating expense reductions necessary to reach our target. This process was invaluable in providing divisional leadership with a more detailed understanding of the resulting consequences of various reduction amounts to each respective department. This information is guiding the planning for the proposed operating expense reductions to each area in the division.

Please speak to how your reduction strategy contemplates and incorporates the guiding principles as provided by the URPC:

- **Students First:** *We will always prioritize the needs of students and their education first. We will support students' academic success and provide courses and services that facilitate their education and graduation.*
- **Preserve and Value Personnel:** *The education of students is intimately linked to the morale and security of staff and faculty. As such, every effort will be made to avoid concerted personnel dismissals. We will instead focus on preserving jobs for existing employees and engaging in thoughtful, evidence-driven approaches to filling positions as vacancies arise, and leveraging reassignment of personnel in line with student needs and growth.*
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The EM team set the following priorities in alignment with those established by the guiding documents. Under the theme of "Supporting Recruitment, Retention, and the Student Experience" our team has set the following priorities:

- Not reducing student jobs
- Protecting our people
- Protecting technology that impacts student services
- Measuring and considering impact on student response times
- Aligning capacity reductions w/ service delivery expectations
- Realigning medical/counseling capacity to expand services & increase hours/availability

Our team believes that we have remained true to our priorities with this approach, and we will work hard to build enrollment, write grants, and raise dollars that will help us create new revenue for our university and our division.

- What might be some projected consequences of your respective reduction/reduced distribution of resources?
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- What are the broad consequences of proposed actions? Include measures such as position reductions and dollar amounts down to the MBU.
- What were the consequences of actions undertaken thus far.
- What are potential inter-divisional impacts? How have you determined those impacts and subsequently limited negative outcomes for other areas?

The EM team is most concerned about response time in the student services offices due to staff reductions. We are equally concerned about the capacity to engage students and communicate efficiently and consistently. Our focus on technology is a top priority as a means to keep us level in this area. So far there have been no negative impacts to students identified from year one reductions.

Year 2 proposed reductions will result in changes to student programming and the unfortunate but likely elimination of some annual events. The effects are difficult to quantify at this time. Alternative revenue sources are being explored to minimize the reductions to programming wherever possible.