

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO

# **CAMPUS BUDGET FORUM**

## **NOVEMBER 16, 2018**



CSUSB WE DEFINE THE *Future*

Dr. Tomás D. Morales  
President

# CURRENT FOCUS



# CSU BUDGET COMPONENTS

## Graduation Initiative 2025

- Increase graduation rates for all CSU students
- Allow students to graduate in a timely manner

## Enrollment Trends

- For residents, flat enrollment growth with increasing demand
- Decline in non-resident enrollment

## Compensation Increases

- Increases total over \$100 million system-wide for 2018/19
- Accounts for 54% of new funding available

## Employer Paid Benefit Costs

- Increased retirement and health costs
- Benefit costs average 50% of salary costs

## Facilities & Infrastructure Needs

- Operations and maintenance of new space
- Deferred maintenance allocation not sufficient for aging facilities and infrastructure



# CSUSB FOCUS

## Strategic Plan – Year 4

- Continued recruitment of new/replacement faculty
- Support for Faculty Center for Excellence & Staff Development Center
- Identity & Marketing

## Graduation Initiative 2025

- 4-year graduation rates for freshman
- 2-year graduation rates for transfers

## Quarter to Semester Conversion

- Curriculum track 1 & 2 completed
- Advising started, gearing up for technical
- Completion target Fall 2020

## Capital Projects

- Center for Global Innovation – Completion Fall 2019
- Santos Manuel Student Union expansion – Ground Breaking Summer 2019
- College of Arts & Letters Theater Expansion – Trustee Approval 2019/20

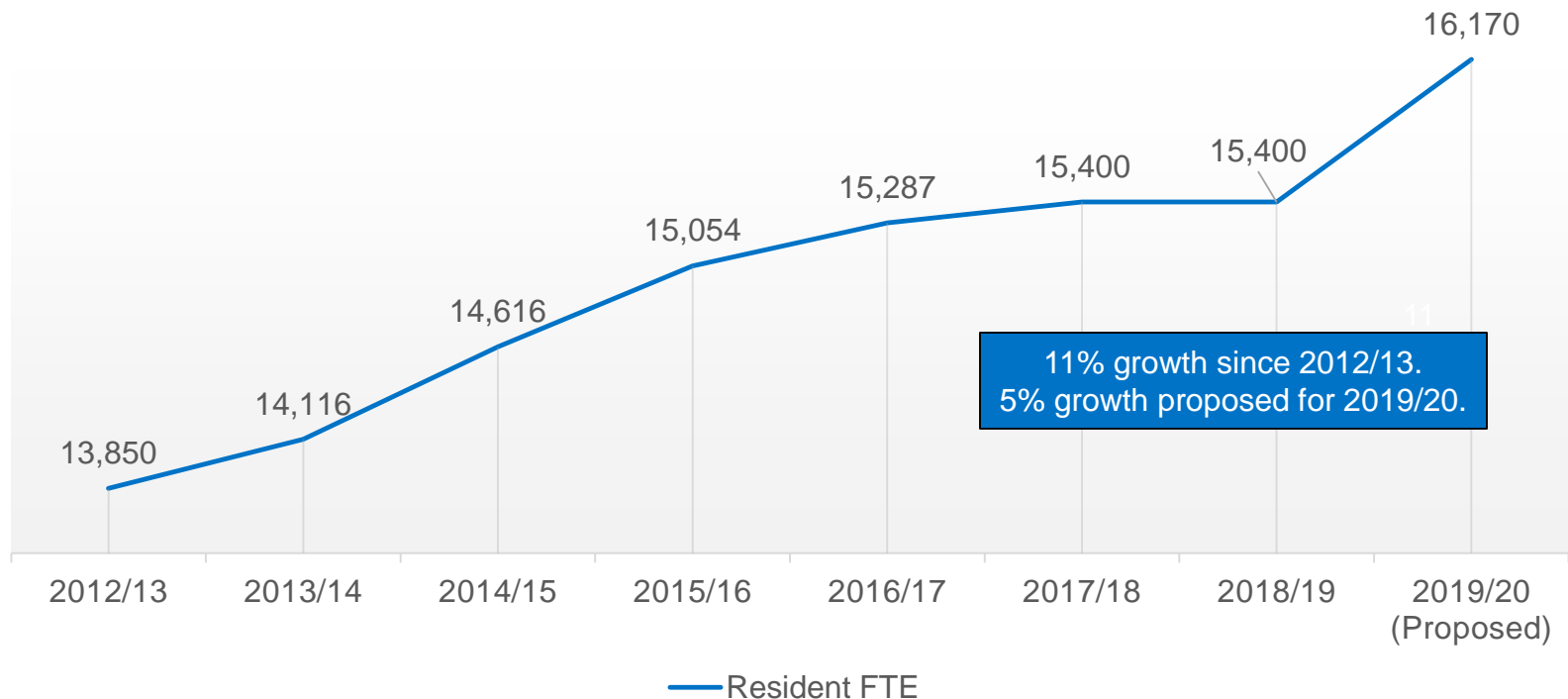
## Comprehensive Campaign

- Goal \$50 million
- Over \$47 million raised to date
- Completed year 4 of 5



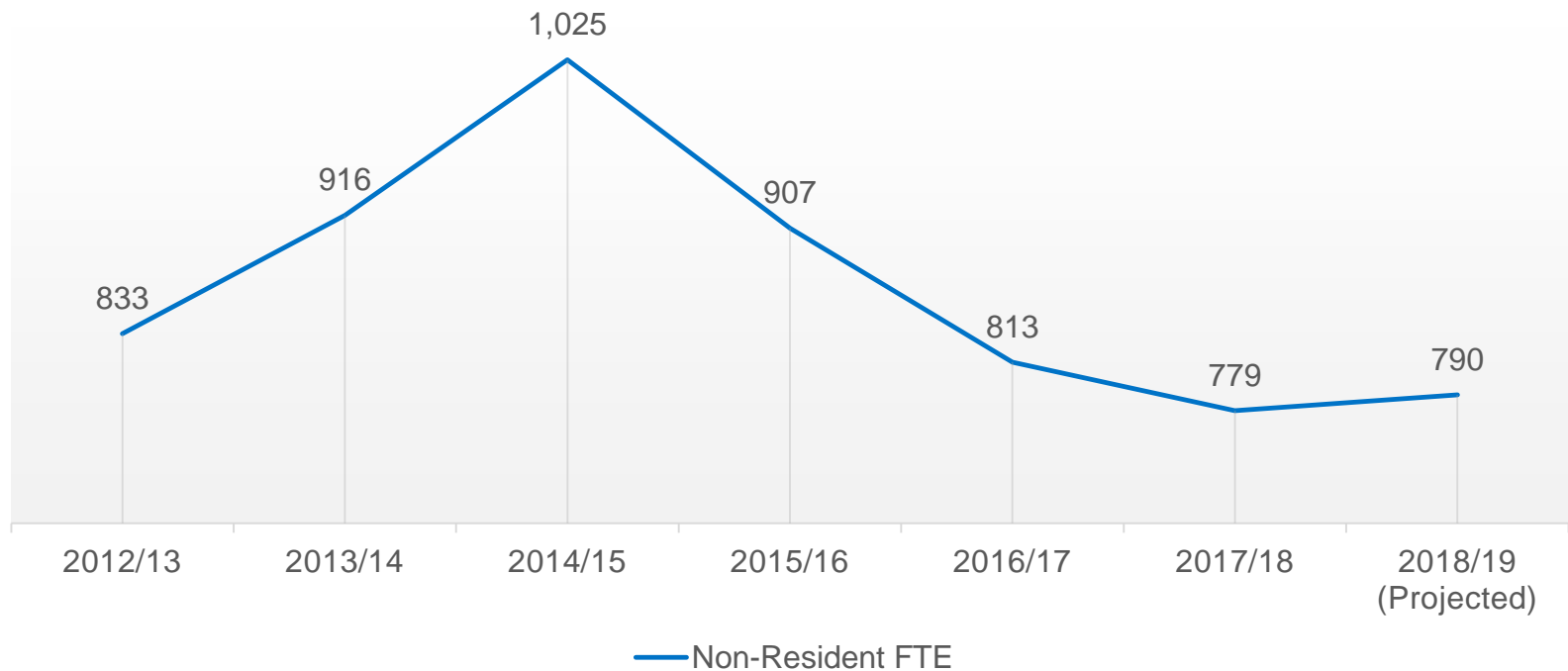
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## RESIDENT ENROLLMENT TARGET



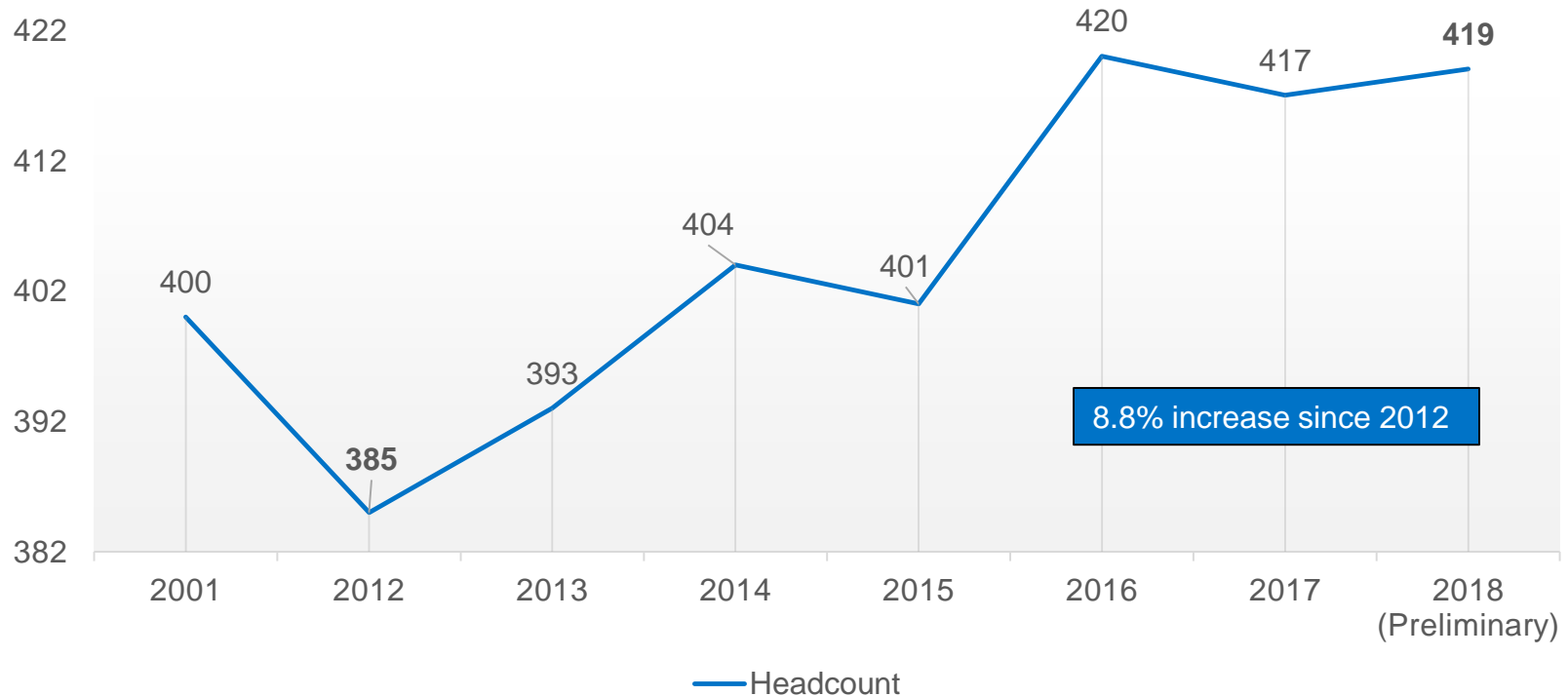
# CSUSB FOCUS

## NON-RESIDENT ENROLLMENT ACTUALS



# CSUSB FOCUS

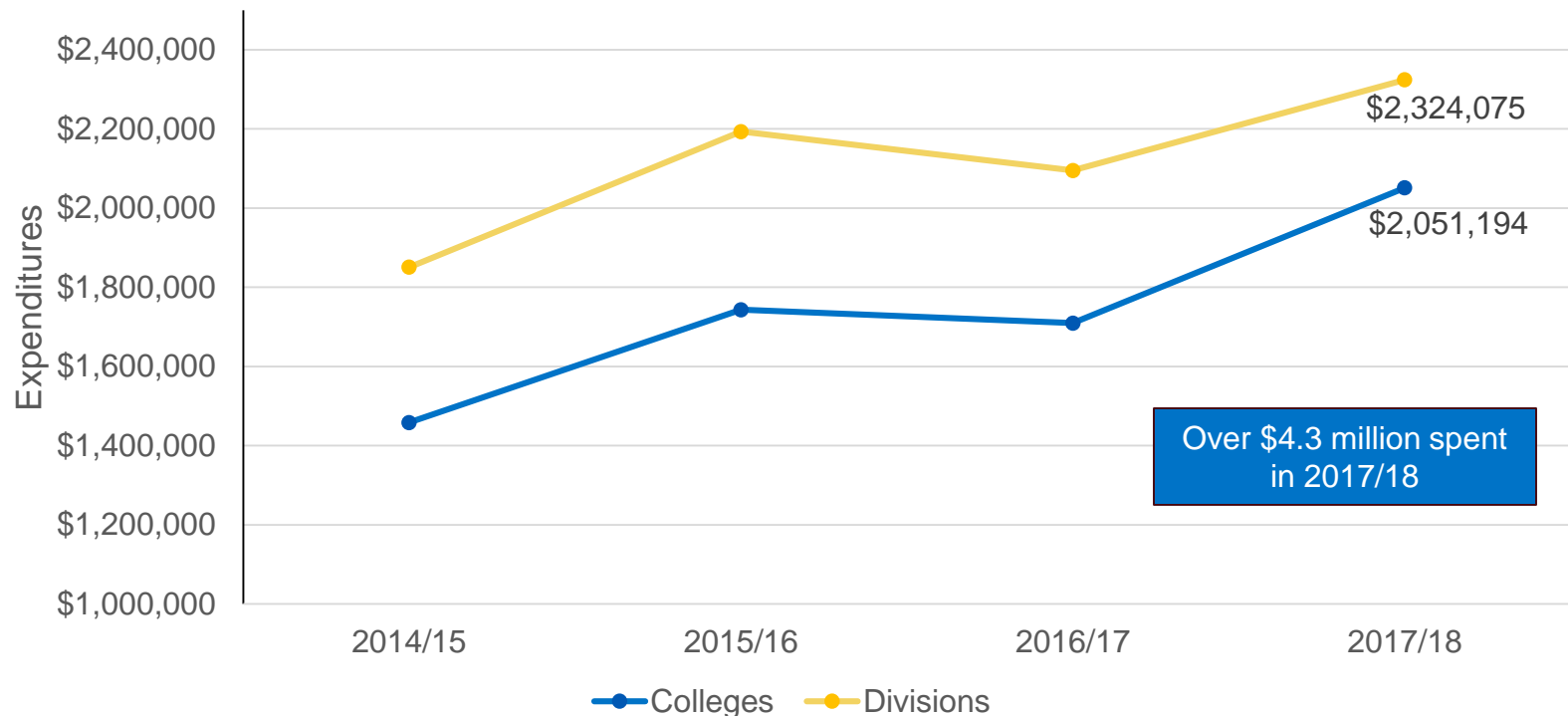
## FALL TENURE-TRACK FACULTY HEADCOUNT



Source: CIRS AN file – Academic Human Resource, CSU Office of the Chancellor

# CSUSB FOCUS

## FACULTY & STAFF PROFESSIONAL DEVELOPMENT\*



\*Adjusted to reflect CEGE expenses with Divisions





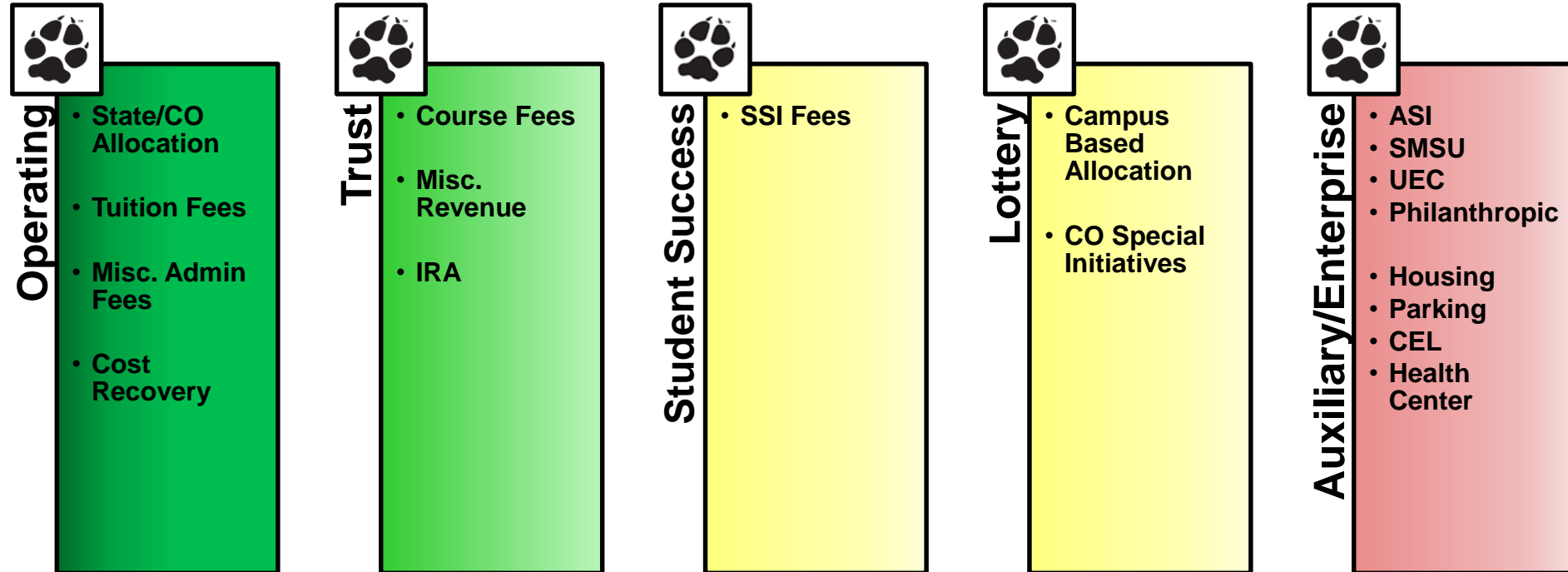
Dr. Douglas R. Freer

Vice President, Administration & Finance

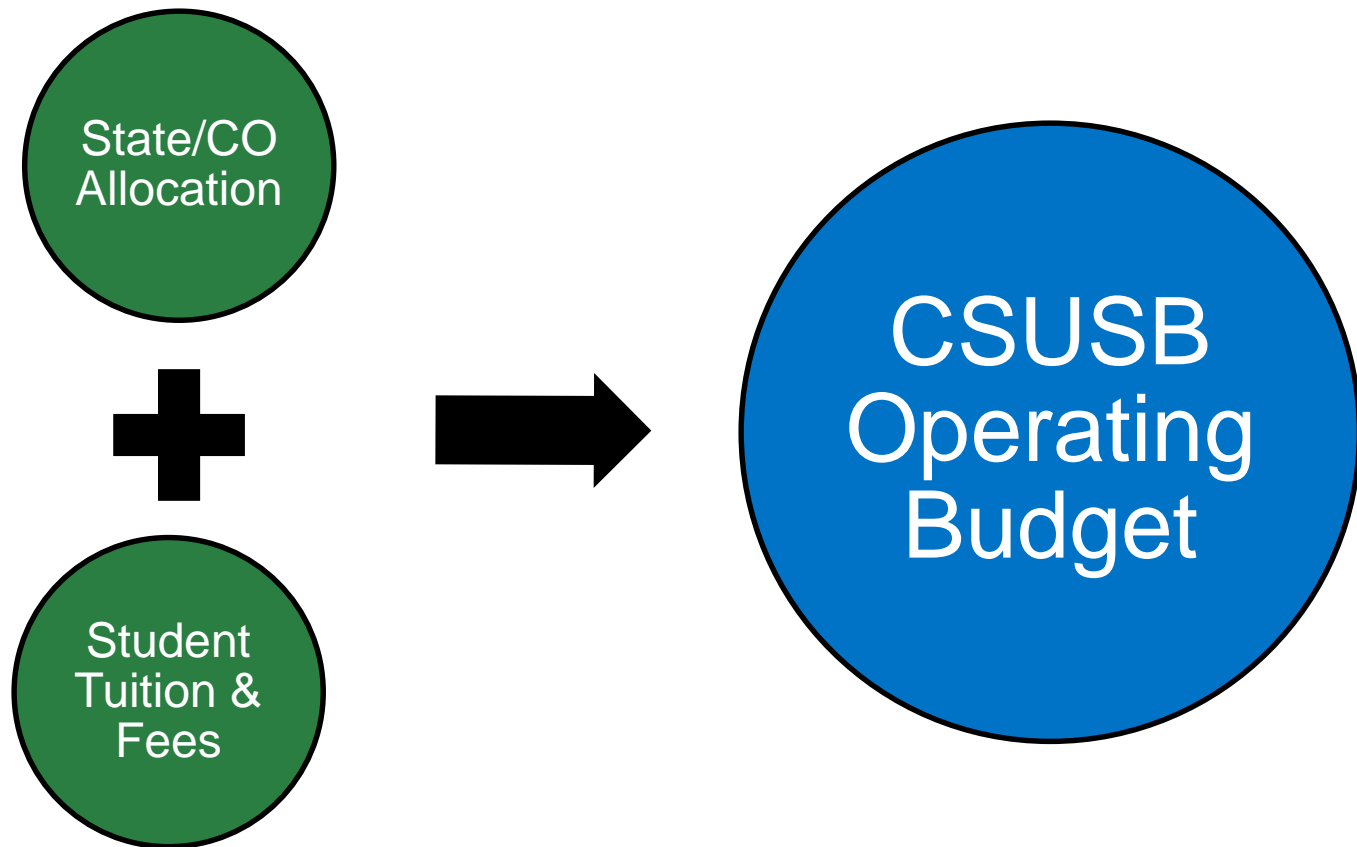
# BUDGET UPDATE



# CSUSB FUNDING SOURCES

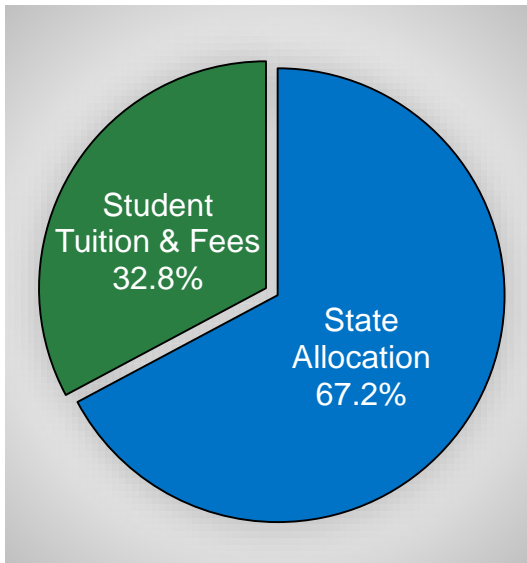


# CSUSB OPERATING FUND

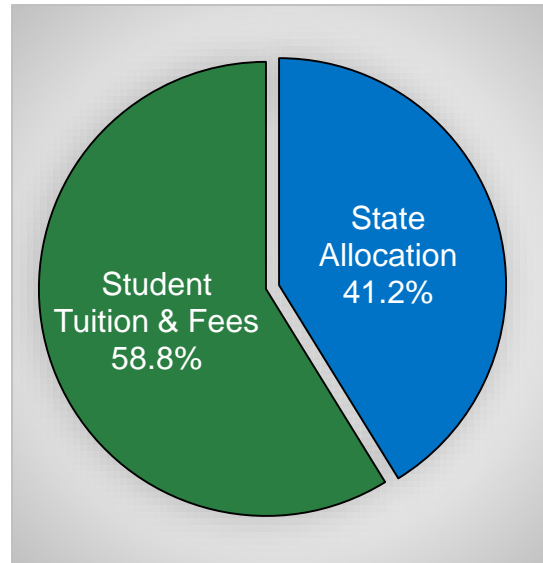


# CSUSB OPERATING FUND

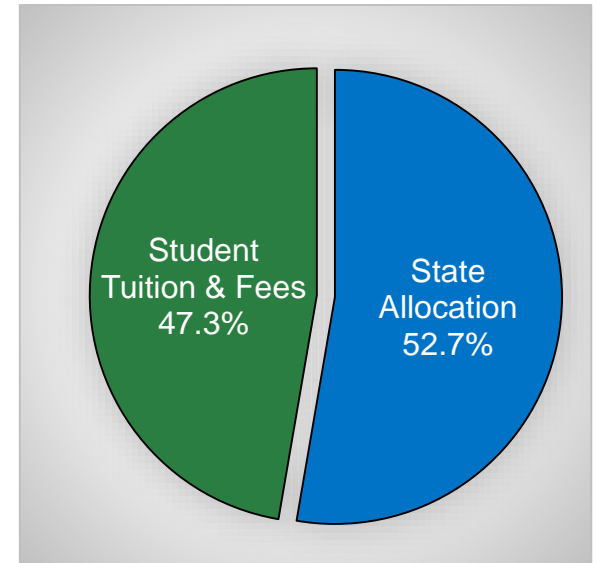
**2006/07**



**2012/13**

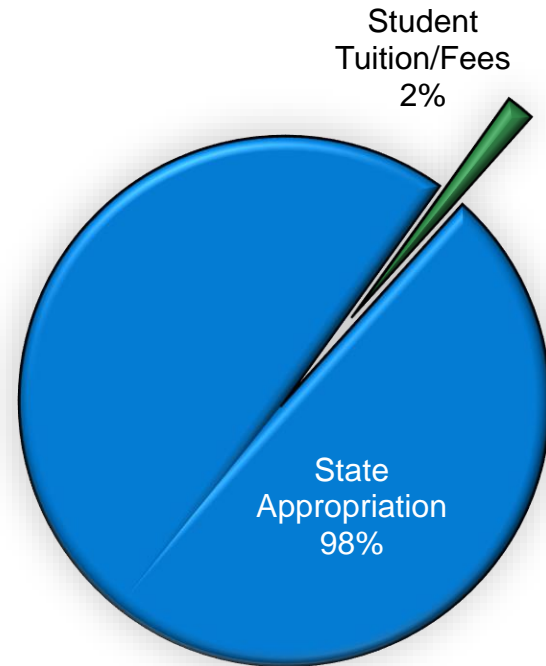


**2018/19**



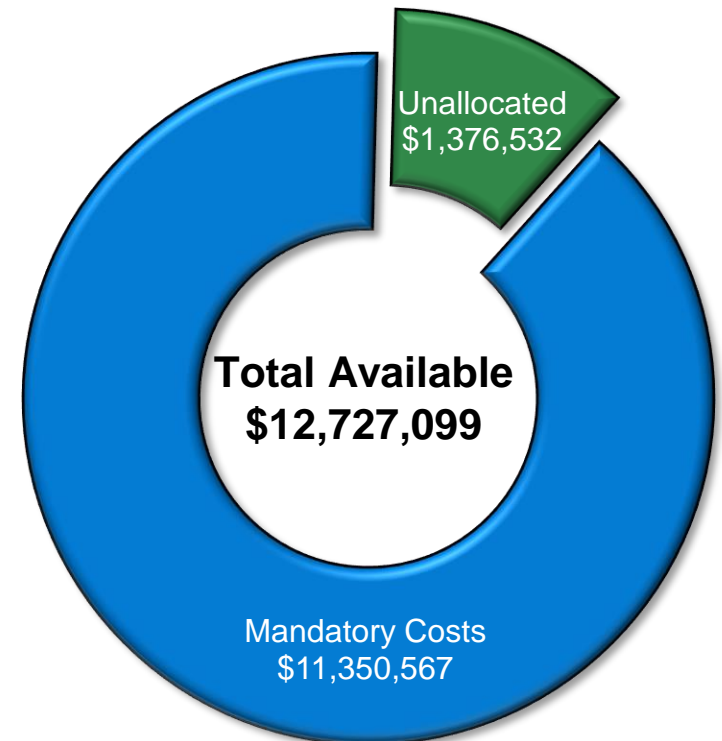
# BASELINE BUDGET CHANGES 2018/19

| Source of Funding     | Increase/(Decrease) |
|-----------------------|---------------------|
| State Appropriation   | \$12,021,300        |
| Tuition Revenue       | (\$197,212)         |
| Non-Resident Unit Fee | \$385,414           |
| Other Fees            | \$25,000            |
| <b>Total Increase</b> | <b>\$12,234,502</b> |



# BASELINE & MANDATORY COSTS 2018/19

|  |                     |
|--|---------------------|
| New Baseline Budget                    | \$12,234,502        |
| 17/18 Unallocated Budget               | 492,597             |
| <b>Total Available</b>                 | <b>\$12,727,099</b> |
| 18/19 Employee Compensation            | (4,679,345)         |
| Employee Benefits (retirement/health)  | (2,312,000)         |
| 17/18 Employee Compensation            | (1,848,968)         |
| Strategic Plan                         | (1,105,000)         |
| SUG Requirement                        | (741,300)           |
| Reserve for Int'l Enrollment           | (602,922)           |
| Risk Management                        | (61,032)            |
| <b>Available after Mandatory Costs</b> | <b>\$1,376,532</b>  |



# PROCESS FOR NEW ALLOCATIONS

Campus

- Identified funding for campus Strategic Plan
- Year four of five

Divisions

- Submitted top unfunded needs (baseline & 1x)
- Presented to University Budget Advisory Committee (UBAC)

UBAC

- Provided feedback and recommendations

Cabinet

- Reviewed UBAC recommendations
- Approved final allocations



# STRATEGIC PLAN - BASELINE

## 2018/19

| Description                                       | Baseline Amount    |
|---|--------------------|
| AA – Increase TT Faculty Density, Reduce SFR's    | \$750,000          |
| AA – Academic Advisor                             | \$75,000           |
| AA – Faculty Center for Excellence                | \$50,000           |
| AA – PDC Student Success Center Staff             | \$40,000           |
| AA – Community Engagement New Program Development | \$25,000           |
| AA – Entrepreneurship & Business Incubator        | \$25,000           |
| AF – Staff Development Center                     | \$50,000           |
| SA – First Year Experience Staff                  | \$70,000           |
| SA – Learning Communities Programming             | \$20,000           |
| <b>Total Strategic Plan Base Allocation</b>       | <b>\$1,105,000</b> |





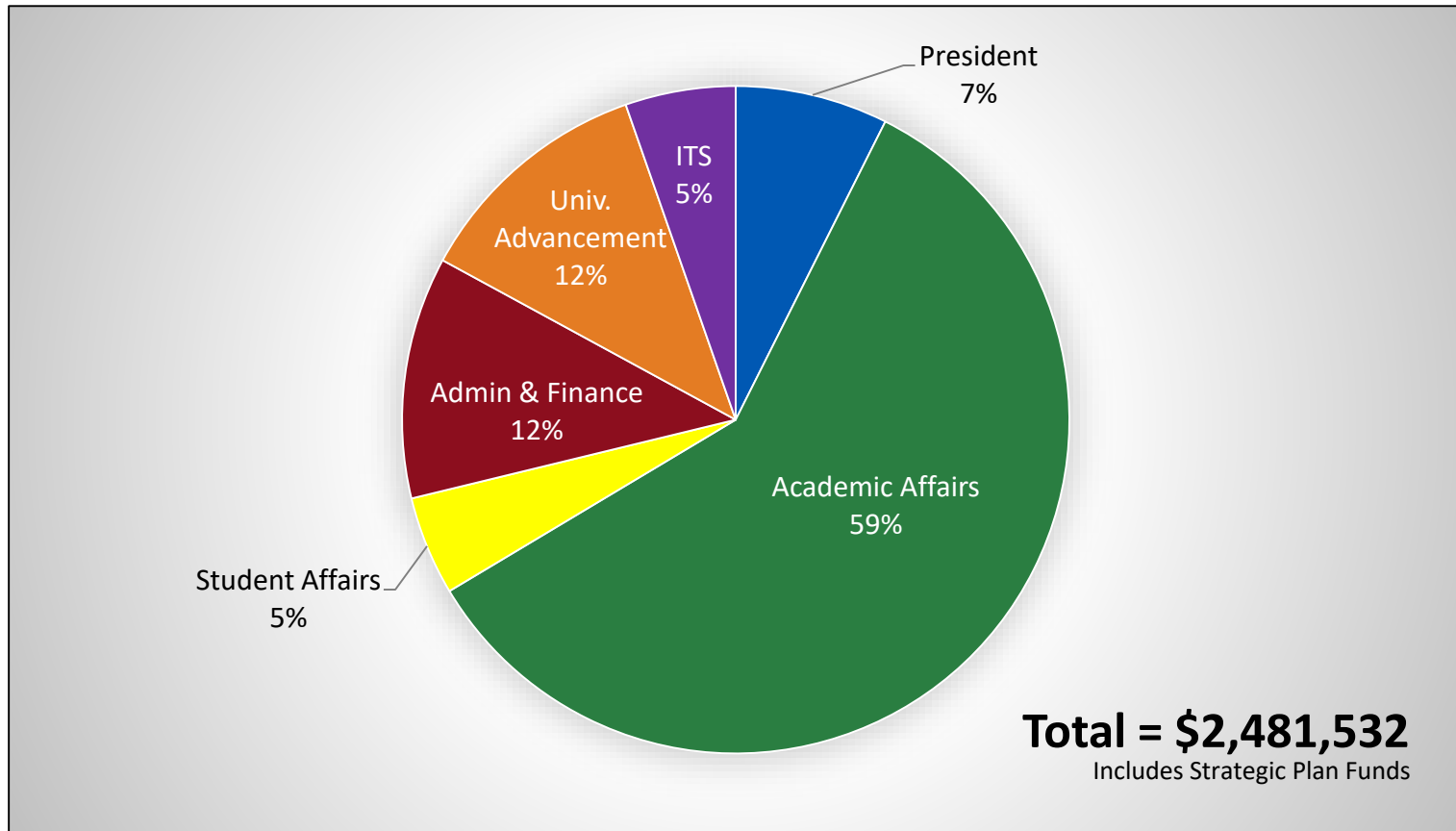
# NEW BASELINE ALLOCATIONS TO DIVISIONS 2018/19

| Academic Affairs   | Admin & Finance  | ITS  | President   | Student Affairs  | University Advancement   |
|--|--|--|---|--|--|
| <ul style="list-style-type: none"> <li>• Academic Programs Software</li> <li>• Academic Research Software</li> <li>• College of Natural Sciences Positions</li> <li>• Palm Desert Campus Security</li> </ul> | <ul style="list-style-type: none"> <li>• Fire Suppression Systems</li> <li>• University Police Position</li> </ul> | <ul style="list-style-type: none"> <li>• Accessible Technology Initiative Position</li> <li>• Zoom Video-Conferencing</li> </ul> | <ul style="list-style-type: none"> <li>• Government &amp; Community Relations Position</li> <li>• Institutional Effectiveness Workshops (SSI)</li> <li>• Special Events Student Assistants</li> </ul> | <ul style="list-style-type: none"> <li>• Athletics Position</li> </ul> | <ul style="list-style-type: none"> <li>• Development Position</li> <li>• Alumni Relations &amp; Annual Giving Student Assistants &amp; OTPS</li> </ul> |
| \$419,378  | \$240,940  | \$132,650  | \$183,779   | \$118,885  | \$280,900  |

**TOTAL: \$1,376,532**

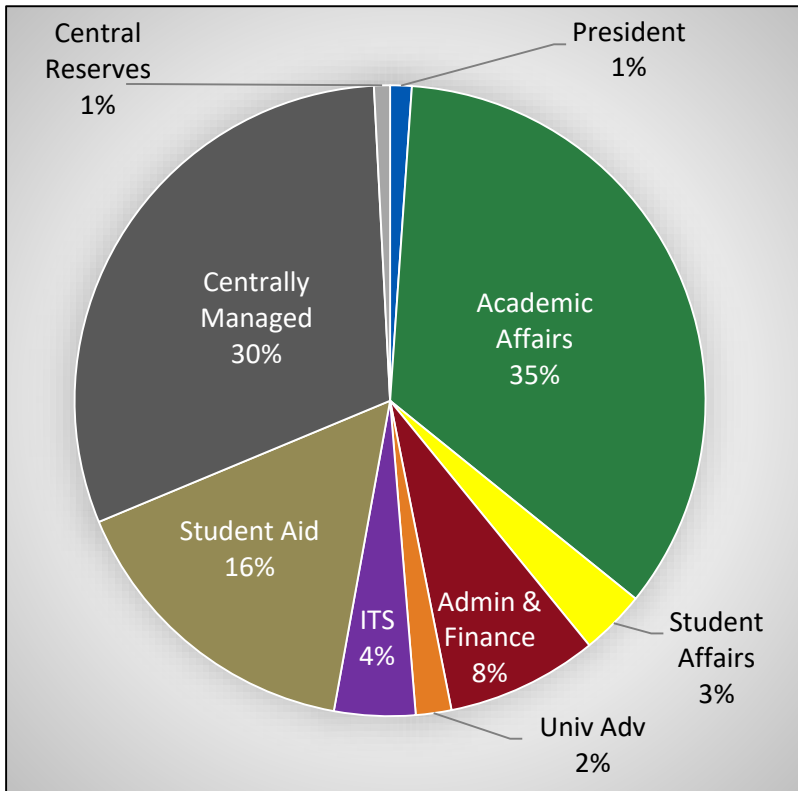


# NEW BASELINE ALLOCATIONS TO DIVISIONS 2018/19

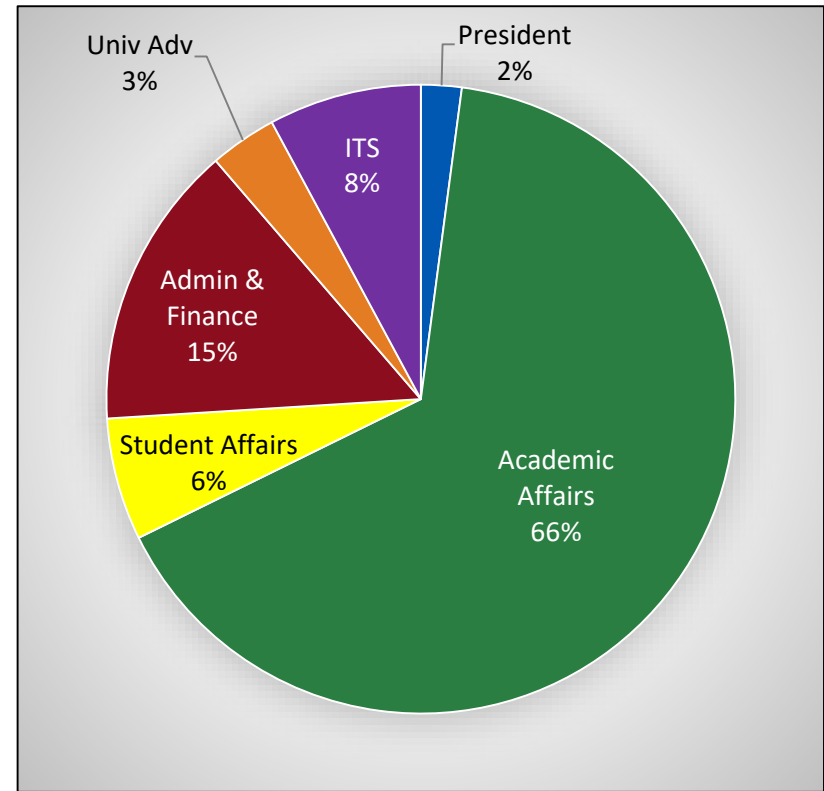


# TOTAL BASELINE ALLOCATED 2018/19

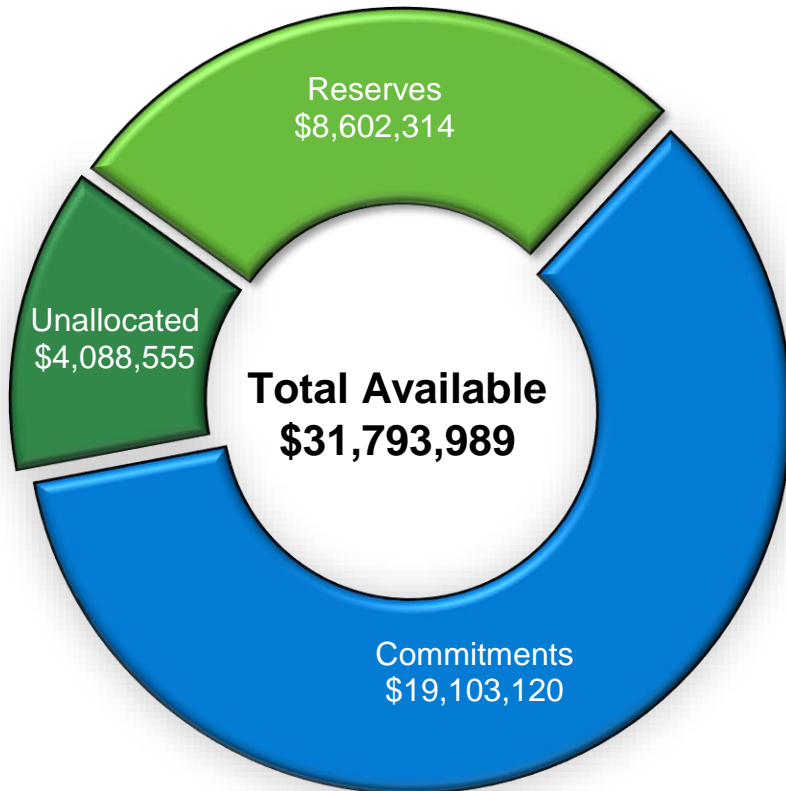
**Divisions & Central**  
\$234,544,180



**Divisions Only**  
\$123,973,102



# ONE-TIME FUNDS 2018/19



|   |                     |
|---|---------------------|
| Campus Carry Forward Balance              | \$28,734,989        |
| 2018/19 1x Funds from CO                  | 3,059,000           |
| <b>Total Available</b>                    | <b>\$31,793,989</b> |
| <u>Distributed for Reserves</u>           |                     |
| Working Capital Reserve                   | 5,000,000           |
| Deferred Maintenance Reserve              | 2,102,314           |
| Capital Development Reserve               | 1,500,000           |
| <b>Reserve Total</b>                      | <b>\$8,602,314</b>  |
| <u>Distributed for Campus Commitments</u> |                     |
| Return to Divisions                       | 9,986,922           |
| Q2S Conversion                            | 3,112,452           |
| PDC Governor Support                      | 2,394,146           |
| Graduation Initiative 2025                | 1,358,340           |
| Misc. Multi-Year Commitments              | 1,340,000           |
| Strategic Plan                            | 686,609             |
| Central Accounts                          | 224,651             |
| <b>Campus Commitments Total</b>           | <b>\$19,103,120</b> |
| <b>Balance Unallocated</b>                | <b>\$4,088,555</b>  |



# STRATEGIC PLAN – 1X

## 2018/19

| Description   | 1x Amount        |
|---|------------------|
| AA – PDC Student Success Center Mentors             | \$70,000         |
| AA – Student Research Faculty Mentoring             | \$62,500         |
| AA – First Year Experience Programming              | \$50,000         |
| AA – Supplemental Instruction Graduate Students     | \$40,000         |
| AA – Teaching Resource Center                       | \$30,000         |
| AA/SA – Learning Communities Programming            | \$60,000         |
| AF – Public Private Partnership Project Development | \$75,000         |
| UA – Campus Identity Programming                    | \$75,000         |
| UA – Prospective Student Campaign                   | \$50,000         |
| <b>Total Strategic Plan 1x Allocation</b>           | <b>\$512,500</b> |

# ONE-TIME ALLOCATIONS TO DIVISIONS 2018/19

| Academic Affairs   | Admin & Finance   | Student Affairs  | ITS   |
|--|---|--|---|
| <ul style="list-style-type: none"> <li>• Recital Hall Lighting</li> <li>• Library Furniture &amp; Student Assistants</li> <li>• PDC</li> <li>• Undergrad Studies Temp Help</li> <li>• CNS Museum Conversion &amp; Research Startup</li> <li>• JHBC Faculty Stipends</li> <li>• Community Engagement Staff Support</li> </ul> | <ul style="list-style-type: none"> <li>• 911 System Upgrade</li> <li>• Fire Life Safety</li> <li>• Retrofit of Locking Devices/Doors</li> <li>• HR Staff Support</li> <li>• Staff Development Center Programming</li> </ul> | <ul style="list-style-type: none"> <li>• Coussoulis Arena Upgrades</li> <li>• Outreach Events</li> <li>• Radius CRM</li> </ul> | <ul style="list-style-type: none"> <li>• Grey-Heller ERP Firewall</li> <li>• Proof Point</li> <li>• Student Seating</li> <li>• CAVE/Computer Lab Refresh</li> </ul> |
| <b>\$804,633</b>   | <b>\$2,122,436</b>  | <b>\$385,000</b>   | <b>\$416,500</b>  |

**Total: \$3,728,569**



# ONGOING BUDGET STRATEGIES

## Baseline

### International Enrollment Reserve

- Addt'l Resource for CISP and Colleges
- \$602,922

### Deferred Maintenance Reserve

- Resource for Deferred Maintenance Projects
- \$711,000

### Capital Development Reserve

- Resource to Expand University Facilities
- \$500,000

## One-time

### Over-Enrollment Revenue

- Enrollment Above CO Target
- 5 year Average: \$4,000,000

### Working Capital Reserve

- Resource for Unanticipated Expenditures
- \$5,000,000

### Capital Development Reserve

- Resource to Expand University Facilities
- \$1,500,000



# LOOKING AHEAD

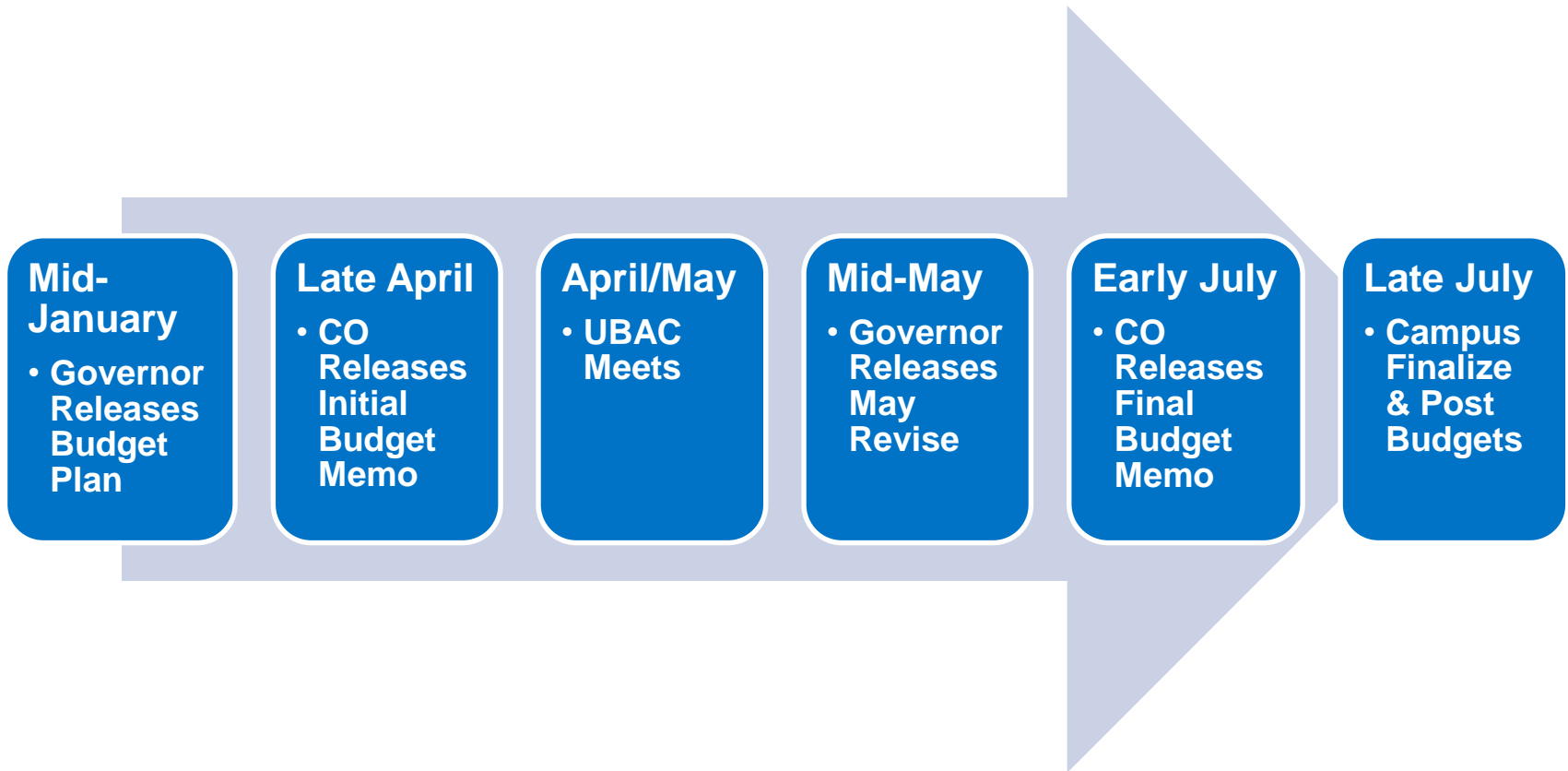
## 2019/20

| CSU PROPOSED BUDGET REQUEST                                       | AMOUNT                 |
|---|------------------------|
| 5% Enrollment Growth  | \$205.9 Million        |
| Employee Compensation   | \$147.8 Million        |
| Academic Facilities & Infrastructure                              | \$80.0 Million         |
| Graduation Initiative   | \$75.0 Million         |
| Mandatory Costs (benefits, retirement, new space, min wage incr.) | \$45.4 Million         |
| <b>Total Base Requests</b>  | <b>\$554.1 Million</b> |
| Basic Needs (1x)  | \$15.0 Million         |
| Deferred Maintenance (1x)   | \$250.0 Million        |
| <b>Total One-Time Requests</b>                                    | <b>\$265.0 Million</b> |





# WHAT'S NEXT



# BUDGET RESOURCES

[budget.csusb.edu](http://budget.csusb.edu)



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Fiscal Information

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Instructions

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FAQs

Financial Transparency Portal

Fiscal Data

University Budget Advisory  
Committee



Budget Open Forums

Cost Allocation

## Fiscal Information

California State University, San Bernardino is committed to providing transparent financial information. Please use the links on the left to view data related to the University's finances. Contact the University Budget Office at [budget@csusb.edu](mailto:budget@csusb.edu) with any questions.

CSUSB Financial Statements are available on the [Accounting Services](#) website.



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