



## **Administration and Finance**

# **PRBC Presentation**

April 22, 2011



# Division Mission

## *Partners In Learning*

### **Division Mission:**

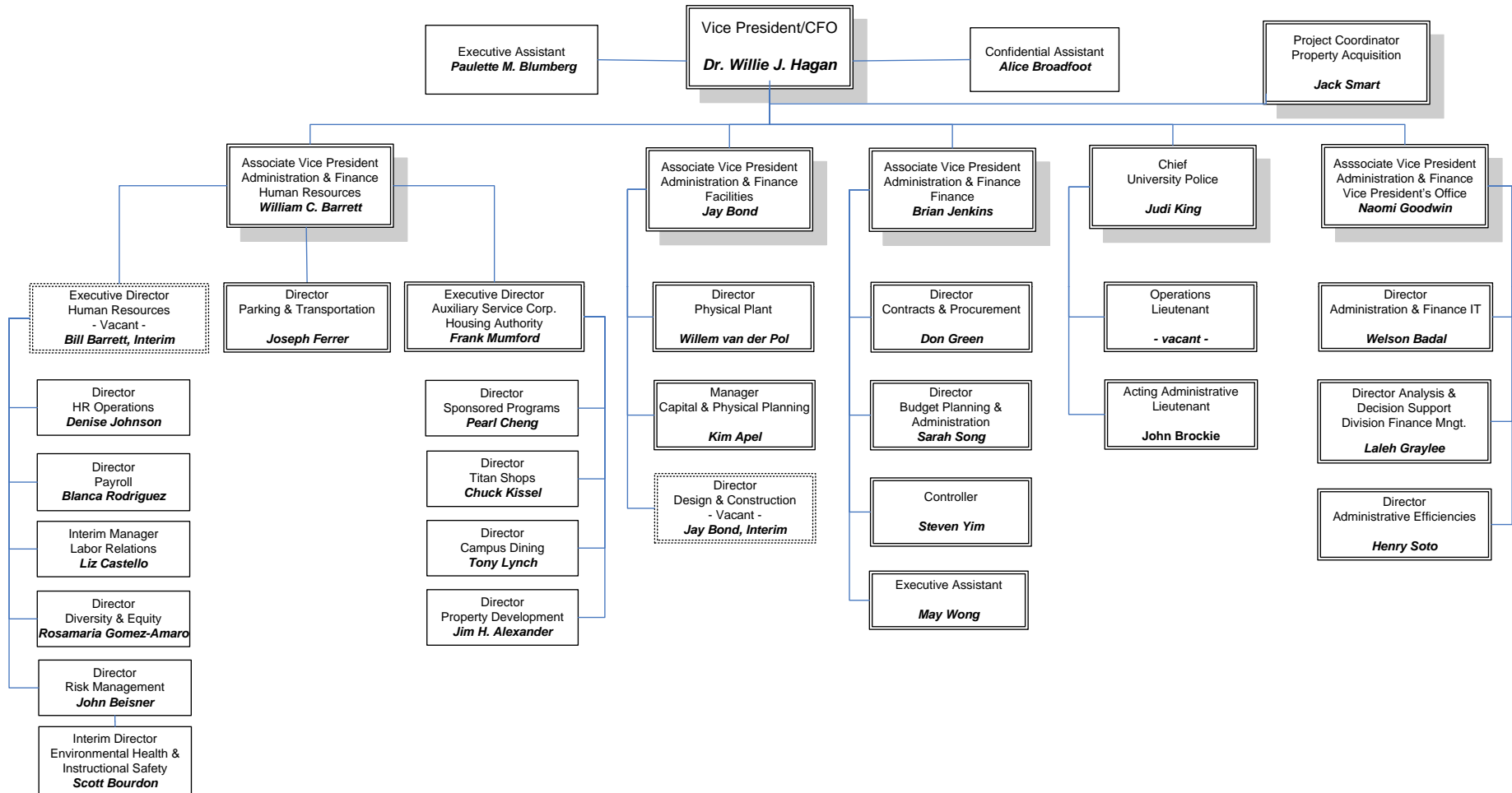
The Division of Administration and Finance contributes to the University mission by managing resources and creating a culture and environment that facilitates and promotes teaching, learning, and research.

### **Division Values:**

- *Service*
- *Collaboration*
- *Integrity*
- *Accountability*



# Organization Chart





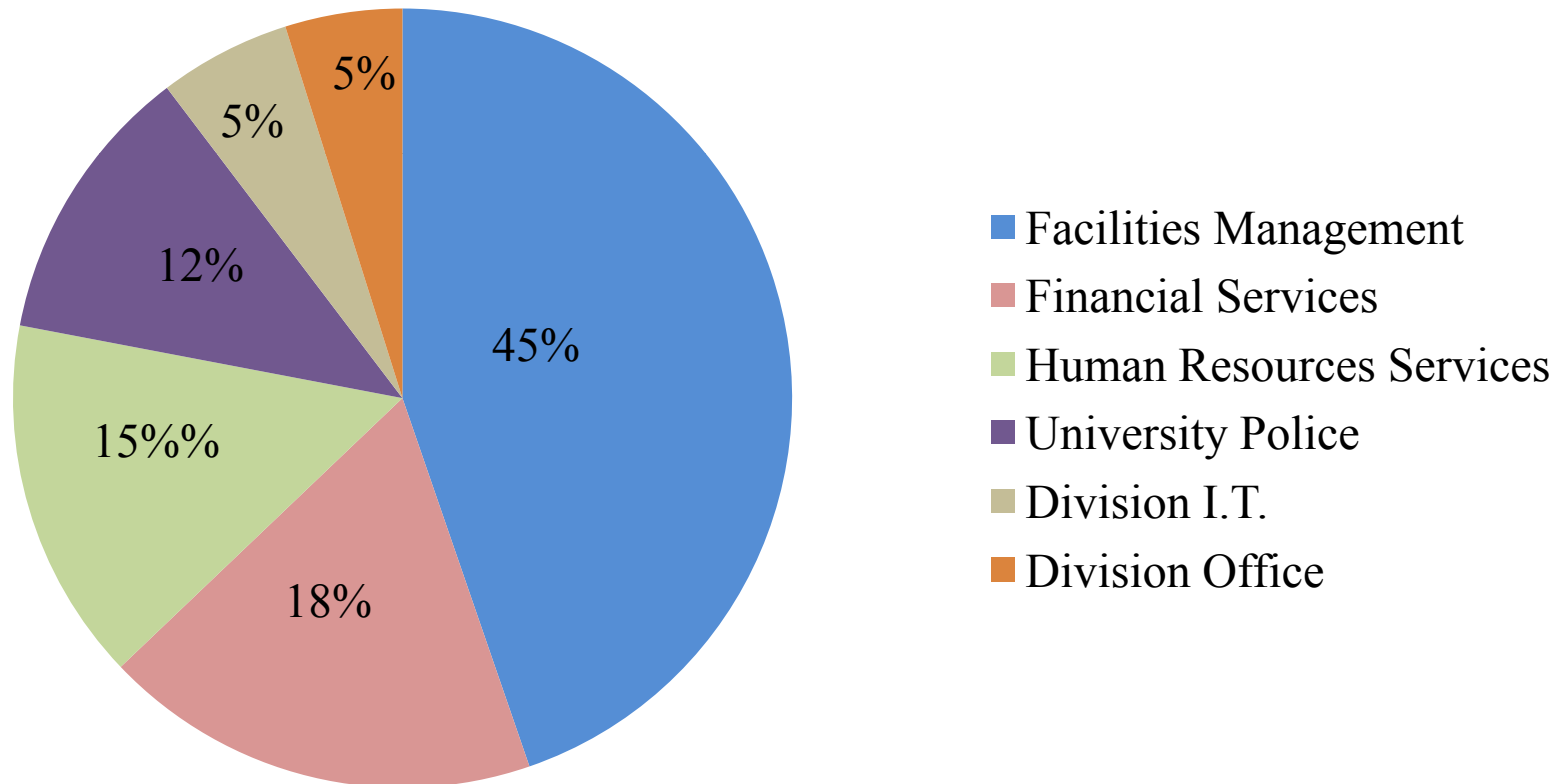
# 2010-11 State Operating Fund

• State Operating Fund Baseline	\$19,365,414
• Cost Recovery From Parking	<u>\$ 2,295,414</u>
Subtotal	<b>\$21,660,628</b>
• Restoration (one-time)	<u>\$ 1,253,245</u>
Total	<b>\$22,914,073</b>



# 2010-11 State Operating Fund Baseline Allocation\*

**\$21,660,628**



\*Does not include non-state operating funds such as parking, ASC, capital projects, etc.



## **Summary of 2007/08—2009/10 Division Baseline Budget Reductions**

<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>3-yr Total</b>
<b>(\$296,606)</b>	<b>(\$1,560,289)</b>	<b>(\$2,546,600)</b>	<b>(\$4,403,495)</b>

### **Additional Baseline Impact**

Police Building Debt Service

**(\$300,000)**

**Baseline Budget Reductions  
& Police Building Debt Service**

**(\$4,703,495)\***



# **Positions Eliminated (2007/08—2009/10)**

## **61.5 Positions Eliminated**

### **Facilities Management (45)**

- 21 Custodians
- 4 Grounds Workers
- 3 Building Service Engineers
- 3 Facility Workers
- 2 Painters
- 2 Electricians
- Mail Clerk
- Plumber
- Carpenter
- Estimator
- Auto Mechanic
- Administrative Support
- 3 Project Managers\* (MPP)
- Director of Design & Construction\* (MPP)

### **Financial Services (5)**

- Budget Analyst
- Business Analyst
- Administrative Assistant
- Director of Internal Controls (MPP)
- Director of Student Financial Services (MPP)

### **Human Resources (7.5)**

- Labor Relations Coordinator
- EH&IS Trainer
- Workers Compensation Manager (0.5) (MPP)
- Recruitment Assistant
- ETD Director (MPP)
- ETD Associate Director (MPP)
- ETD Training Specialist
- ETD Administrative Support

### **Division Office (3)**

- 2 Systems Analysts
- Director of Organizational Development (MPP)

### **University Police (1)**

- Emergency Management Coordinator

\*Positions eliminated from the General Fund. Positions temporarily funded via alternate fund sources until baseline General Fund resources become available



# Our Role





# Our Role

- Maintain University finances in a responsible fiduciary manner.
- Provide the best services in areas of our responsibility within available resources.
- Be the most administratively efficient division on campus.
  - Review all management positions
  - Review all staff support positions
  - Review key processes
  - Review organizational structures
- Identify and obtain new resources to address strategic needs.



## Our Role (Continued)

- To understand the interplay of all University resources, policies related to their use, current use, and to:
  - Communicate to campus governance groups to facilitate decision-making.
  - Propose practical, creative and sometimes outrageous approaches or partnerships to addressing strategic University priorities. For example:
    - CBE building (\$37M shortfall)
    - Hope acquisition (\$40M price tag)
    - Multi-year faculty hiring plan
    - Multi-year SFR Planning (joint with PRBC taskforce)
    - Research funding (joint report and planning with Academic Affairs)
    - Summer institutes (joint with Academic Affairs and ASC)



# Our Role...Immediate Future

- Developing ideas and financial partnerships to resolve strategic University priorities. For example:

## Instructional Support

- Maintain SFR
- New faculty hires
- Core operational needs
- Assigned Time

## Infrastructure

- Classroom refurbishment
- Deferred maintenance
- Sustainability
- IT infrastructure



# **Our Role...Immediate Future (continued)**

## Student Support

- Advising
- Student scholarships

## Revenue Enhancement Support

- Private fundraising and donations
- Research grants and contracts

## Staff Support

- Professional development
- Adequate staffing levels
- Equipment, commodities, and supplies



## **Our Role...Immediate Future** (continued)

- To ask hard questions; sometimes in private, sometimes in public. For example:
  - Some of the funds necessary to fund our highest strategic priorities are currently funding clearly lower priorities or positions not central to meeting these higher needs.
  - We need to be able to ask politely, “What are you going to do with your new money (saved money, unused money, etc.) and is that purpose more important than our strategic priorities?”
    - Priority Setting
    - Process Issues



## Quotes From A Famous Individual

*“We cannot always control our fate, but we can control our reaction to it.”*

*“We can’t fund everything but we can fund our highest priorities.”*

*“What are we willing to “de-fund” or postpone in order to fund our highest priorities?”*



## Challenges

- Resource Uncertainty
- Given the nature of the decisions coming from the State and CO, how do we plan for the future?
- Given significant leadership transitions (at Dean and VP levels), we need to integrate new campus leaders and continue building a transformative campus leadership team?





# *Appendix*





## Other Goals & Priorities

- Partner with the Vice Presidents of Academic Affairs and Student Affairs on enrollment management issues.
- Work with the campus community to identify the highest campus need for the development of the land behind College Park.
- Partner with Hope University and the City of Fullerton to implement CollegeTown.
- Work with the City of Irvine and Five Points Communities on land for the build out of a future Irvine Campus.
- Continue to advance key University capital projects including:
  - Student Housing, Phase III (completed)
  - McCarthy Hall Addition/Renovation
  - Faculty/Staff Club
  - Children's Center (completed)



## Other Goals & Priorities (continued)

- Implement additional energy savings initiatives, further reducing commodity costs (e.g., campus lighting retrofit project).
- Explore feasibility of hiring a Division fundraiser/grant developer to pursue funding for capital, risk management, health and safety, and other projects.
- Explore feasibility of establishing a collaborative research center focused on strategic administrative cost savings and other initiatives.
- Implement the Facilities Use Officer position along with related policies and procedures\*.
  - Despite its size, CSU Fullerton lacks a program or office which serves as the point of focus for facilities use coordination although certain elements which might be subsumed under such a program or office do exist.

\*Facility Use Coordination Report available at:

<http://vpadmin.fullerton.edu/VP/ReportsAndPresentations/FacilitiesUseCoordination.pdf>



# Funding Priorities



# Division Funding Priorities

*Priorities are consistent with the Administration and Finance Division November 2010*

*PRBC presentation & 10% Budget Increase Scenario presented to the PRBC in April 2010*

- Campus Health & Safety: \$410K
  - Additional Police Officers (Three State Operating funded; also additional Non-State Operating funded positions, e.g., Housing)
  - Dedicated, full-time Emergency Preparedness Coordinator
  - Health & Safety Trainer



# CSU Comparison: Number of Students Per Sworn Police Officer

CAMPUS	# Sworn 2010-11*	Student Headcount**	Students per Sworn Officer
Chancellors Office	1	0	0
Channel Islands	15	3862	257
Monterey Bay	14	4688	335
Humboldt	14	7954	568
Sonoma	15	8546	570
San Marcos	16	9767	610
Bakersfield	11	8003	728
Stanislaus	11	8586	781
San Francisco	38	30469	802
Maritime	1	823	823
Dominguez Hills	17	14477	852
East Bay	16	14749	922
San Diego	34	33790	994
San Luis Obispo	19	19325	1017
Fresno	21	21500	1024
Los Angeles	20	20619	1031
Chico	16	16934	1058
Pomona	20	22273	1114
San Bernardino	16	17852	1116
San Jose	28	31280	1117
Long Beach	30	35557	1185
Northridge	27	35198	1304
Sacramento	22	29241	1329
Fullerton	24	36262	1511
* Excludes Parking			
** Fall 2009; Excludes Int'l and CalTeach Programs of 1,299			



# **Division Funding Priorities** (continued)

- **Campus Revenue Enhancement:** **\$190K**
  - Facilities Use Officer
  - University Debt Collector
  
- **Service & Compliance:** **\$400K**
  - Labor Relations Coordinator
  - Accountant
  - Irvine Campus Cashier (half-time position)
  - Director, Student Financial Services
  
- **Restoring Services:** **\$1M**
  - Custodial Services (20 positions-\$485K)
  - Shipping and Receiving (\$65K)
  - Two Electricians (\$150K)
  - OEE (\$300K)
  
- **University Police Building Debt Service** **\$300K**



# All University Funding Priorities

- University Benefits Pool \$1.5M
- Infrastructure Investment:
  - Deferred Maintenance \$2M