

**Office of the President - Program Effectiveness Council (PEC)
Analysis of the 2003-04 Budget Request**

Introduction

The program effectiveness report and budget request presented by the Office of the President seeks to remedy operational problems that have had a severe impact on the ability of this office to be efficient and productive. Inadequate staffing and limited assistance have plagued the office for many years despite the advent of new and resource intensive demands. Confronted with increasing enrollment, WASC accreditation pressures, at least four major planning initiatives, increased foot traffic, and other work that has grown out of previous successes, the President's Office has made every effort to maximize productivity and minimize requests for assistance. Based on the evidence presented in the report to the PEC, it is clear that adjustments need to be made so that the President's Office can meet its obligations in a timely and efficacious manner. The Presidents and his office must be provided with the resources to achieve their internal goals and manage the business of the chief executive of the campus. Taken as a whole, the issues addressed in this document and the requested contained herein are very modest given:

- The stated mission of the President's Office;
- The plethora of planning, accreditation, and quality oriented endeavors that are unfolding at Dominguez Hills;
- The concentrated effort at building a climate that integrates program effectiveness strategies into all aspect of the campus community;
- The massive campaign to revitalize all aspects of the university; and
- The effort to promote CSDH as a top urban campus.

General Budget Request

The Presidents Office serves a vital leadership function in the university in addition to its coordination and synthesizing roles. In an effort to optimize its effectiveness, both the Office of Equity and Internal Affairs and Institutional Research were reassigned to other divisions last college year. This strategy has proven successful for the two offices but has not impacted on the amount of work and the load carried by the relatively few individuals who comprise the President's Office. In fact, UBC budget requests last year were focused on the two offices that are no longer associated with the President's Office. The arguments made by the PEC during last years hearing on behalf of the President's Office were apparently very persuasive since the requests submitted to the UBC were approved. This year the Presidents Office is seeking assistance for the core work done by the staff assigned to help the President accomplish his goals.

Budget Request Submitted to the PEC

The 2003-04 request seeks an increase of \$56,652 in *baseline* dollars, a significant reduction from the amount requested last year. The decrease is a consequence of the reassignment to other divisions of the two offices discussed above. The Office of the President is also asking for \$321,496 in one-time funds to facilitate and accomplish a series of initiatives detailed in the request (these support all of the planning initiatives and the WASC accreditation project). Also included in the one-time request are funds to conduct commencement, a recurring expense that has no other source of revenue. The request for commencement funds is consistent with expenses incurred at other CSU campuses.

**Office of the President - Program Effectiveness Council
Analysis of the 2003-04 Budget Request (continued)**

Personnel costs for 2003-04 include:

- Two *current baseline* MPP positions;
- Two *current* baseline staff positions and one *new* baseline Confidential Office staff position to support the extensive and unremitting responsibilities of the Executive Assistant to the President;
- One new one-time non-recurring ASA II staff position to provide desperately needed support for the crucial planning initiatives described above;
- Three quarter release time for the Strategic Planning Task Force Chair on a one time non-recurring basis;
- One quarter release time for the Academic Planning Liaison to the Home Depot Training Center on a one time non-recurring basis

Funds for baseline operating expenses remain at \$263,676, a figure equal to that requested in 2002-03.

PEC Budget Modification Recommendations

With two exceptions, the PEC fully supports the budget request made by the President's Office.

After carefully reviewing the materials submitted to the PEC, the following modifications to the original submission are recommended:

- Shift the request for a one-time non-recurring ASA II position to a baseline position (rationale discussed below);
- Shift the one-time request for commencement funds to a centrally monitored account (rationale discussed below).

Rationale

The President, in his effort to serve as a role model for the rest of the campus, has established a lean support system for the office considering the challenges confronting the campus and the scope of work with which the President is involved. The initiatives and projects that require the attention of this office (not including responding to inordinate amounts of mail), have grown to the point where it is virtually impossible for the office to manage the daily traffic and all the other endeavors to which it is committed. The evidence for this statement can be found, at least in part, through a review of these major initiatives and endeavors. Consider the following;

- The campus is in the process of developing a Strategic Plan, a mandatory activity which consumes significant time from staff in the President's Office;
- An Academic Master Plan is being developed concurrently with the Strategic Plan, also requiring attention and concern;
- An Enrollment Management Plan based on the goals and objectives contained in the Strategic and Academic Master Plan is also under construction;
- The WASC accreditation self-study has been initiated and efforts to complete a draft proposal are required by summer 2003.
- The President is actively involved in the Home Depot Training Center Project negotiations, ensuring that CSUDH generates the appropriate revenues from the lease agreement consummated with the Anschutz group.

**Office of the President - Program Effectiveness Council
Analysis of the 2003-04 Budget Request (continued)**

- Initiatives concerned with the quality of instruction and student success are consuming increasing amounts of time and will need the attention of the President and his staff on a more regular basis.
- Activities related to elevating the prestige and stature of CSUDH, one of the most important priorities of the President, require significant chunks of time and attention

The request for office support staff is designed to relieve the extraordinary workload managed by the three individuals who currently comprise President's Office staff. Even when initial planning nears completion on the projects listed above, updates and modifications will be necessary to accommodate the ever changing higher education landscape. It is simply insufficient to create a plan and then ignore it for an extended period of time. The leadership of the President's Office in these endeavors will be necessary for the indefinite future. Providing leadership will be impossible without the staffing requested in this years budget and the one-time non-recurring funds to support the planning activities. Release time funds have been requested to ensure that two crucial projects – the Strategic Plan and the Home Depot Training Center academic program support – receive the guidance and direction necessary to complete them in the time frame mandated by the President.

In addition to the planning issues described in the previous paragraph, there are a staggering number of routine tasks that the President's Office is unable to accomplish due to there current staffing pattern. They are in no special order;

- Development and maintenance of databases designed to track state budgets, monitor foundation accounts;
- Development of a Presidential contact database;
- Development of an electronic database to handle correspondence and other "official" documents;
- Development of a President's Office web page; and
- Enhancing the handling and responses to student and community complaints.

Lastly, the President's Office PEC strongly encourages the UBC to consider our recommendation to move the Commencement budget line to a centrally monitored account. Graduation ceremonies will almost certainly be conducted on an annual basis for the foreseeable future. Since this is a regularly scheduled expense, treating this budget item as a one time non-recurring expense is ludicrous. The fiscal resources necessary to produce this critical event have averaged, over time, the amount requested in this budget year. Since comparative analyses with other comparable campuses regarding the cost incurred in their commencement have produced number similar to CSUDH, it would appear that the UBC should either solidify the \$150,000 cost figure or provide guidance on how to cut back the budget request. In any case, moving this particular line item to a Centrally Monitored Account seems appropriate and prudent.

The revenues requested in the 2003-04 budget will assist the Presidents Office to increase their productivity, strengthen their capacity to serve, and become a more effectiveness operation thereby benefiting the entire campus community.

Office of the President - Program Effectiveness Council
Analysis of the 2003-04 Budget Request (continued)

Recommendation

After a careful review of all of the evidence provided in the Program Effectiveness Report, the Office of the President, Program Effectiveness Council fully supports the 2002-03 Presidents' Office Budget Request with the modifications noted in the PEC Budget Modification Recommendations section of this report. Use of the one-time monies option to fund the ASA II position should be pursued only if all other alternatives have been exhausted.

**Program Effectiveness Report
Office of the President
College Year: 2003-2004**

Summary of Budget Request

The Office of the President received a 2002-2003-baseline allocation of \$897,532 in personnel services and \$263,676 in Operating Expenses for a total of \$1,161,208. The 2003-2004-baseline request includes \$516,444 for personnel costs and operating expenses of \$270,000 for a total of \$786,444. The total one-time funding request is \$352,172.

This budget request represents a \$374,764 decrease to the total baseline dollars from the 2002-2003-academic year budget. This 32.2% reduction resulted from the transfer of the Office of Institutional Research to Central Academic Affairs. Also, the Office of Equity and Internal Affairs changed its reporting line to the Division of Administration and Finance.

The baseline funding includes a request for one Confidential Support staff to assist with the administrative duties of the office. The work requirements have steadily increased over the last three years and even more so during the last year. Given the student growth and other impending changes, we fully expect the workload to continue and expand.

The operating expenses were increased by \$6,324 from the \$263,676 that was requested in the 2002-2003-budget cycle. This modest 2.4% increase will allow us to purchase a new copier. The current copier became inoperable several months ago. After inquires with the manufacturer of the current copier, it was discovered that \$2,000 was required to repair the existing copier. It was determined by the Purchasing Department to seek bids to replace the copier rather than repair an older machine.

The one-time proposed allocation of \$352,172 is reduced by 57.4% when the Commencement funding is removed, which is an on-going expense. Removing the \$150,000 Commencement figure reduces the one-time budget request to \$202,172.

A one-time budget request of \$47,532 is included for an Administrative Support Assistant to provide clerical support to the Strategic Planning Task Force, the WASC Self-Study Committee and the Academic Liaison for Programs and the National Training Center. An additional \$42,640 is requested to fund three-quarter release time for the Chair of the Strategic Planning Task Force and six units of release time for the Liaison for Academic Programs and the Home Depot Center. An additional \$75,000 is requested for the University Planning Council (UPC). This is a university-wide planning body that makes recommendations to the President on the mission, goals and objectives of the university. The UPC has continually requested resources to enable the Council to fund special initiatives and projects that are directly linked to the University goals. It is recognized that it is not possible for the UBC to fund every programmatic request made by the faculty or staff. A budget allocation for the UPC however, would help fund a limited number of well-deserved projects that are not readily funded through other divisions, or the UBC allocation process.

Another \$37,000 is being requested to cover professional development activities, retreats, consultant fees and other operating expenses associated with various Presidential initiatives. For example, enrollment planning/management, WASC development activities, strategic planning, institutional effectiveness and the Diversity Scorecard project.

The operating expenses of the Office of the President is expended on numerous projects, activities and functions that cross every division with the sole purpose of helping to meet the mission of the University. Moreover, demands on the Office of the President budget cannot always be anticipated, as evident by functions that arise during the course of the year. For example, when Chancellor Reed came to the campus for a daylong visit during March 2002. Or when a Chinese delegation came to visit and the President hosted a luncheon. Or when Judge Eric Andell of the Department of Education came to visit the campus. Or when advertising dollars are needed to promote our University, but funding is not available in other departments. As these and a long list of other examples would indicate, the office requires a degree of budgetary flexibility to ensure that operating expenses will cover the known line items as well as those unexpected activities that are necessary in the operation of a growing and effective urban higher education institution.

**Program Effectiveness Report
Office of the President
College Year: 2003-2004**

Mission Statement

The Mission of the Office of the President is to situate CSUDH among the top ten public urban universities in the country through implementing strategic initiatives, supporting the institutional infrastructure, improving service delivery systems, recruiting qualified faculty and support personnel, and ensuring quality instructional programs.

Attachment 3-1 Justification

Justification for UBC form 3 – 1
Confidential Office Support II position (baseline funding)

It is a long established fact that the Office of the President (OOP) is understaffed. Moreover, as the campus continues to implement changes in the infrastructure, redesign programs to enhance student success and academic quality, forge new partnerships, and respond to other internal and external contingencies, the workload in the OOP will increase. As expected, the President is involved in a number of systemwide and national organizations that require him to prepare reports, presentations, and summary notes as part of his responsibility to these organizations. He frequently serves as lead person of accreditation teams for various colleges and universities. He is constantly engaged in securing funding from government and private funding sources. He is always hosting dignitaries related to a wide spectrum of campus concerns. These demands upon the President require an expanded base of clerical support in the OOP. Furthermore, the Office will be providing office space and staffing support to our largest donor as part of our appreciation for her support of the University. The duties of the Executive Assistant to the President have also increased beyond the traditional responsibilities assigned to that position. The culture of our campus directs most problems, including student, faculty, and staff concerns to the OOP, even though the resolution of problems are generally not resolved in the OOP. Nevertheless, each case has to be handled, oftentimes researched and delegated to the appropriate department or office for resolution. Also, OOP follow-up and supervision is usually required until an issue is fully resolved. We are therefore experiencing an increased workload that extends to every dimension of the office. To provide the level of efficiency, effectiveness and responsiveness that the campus community requires, we require additional office support.

Briefly, the administrative needs of the office that are not currently being met include the development and maintenance of electronic data bases for tracking the state budget, foundation account, and other accounts; development of an accurate presidential contact demographic data base; large volume mail filing; development of a system to scan documents to minimize storing of documents; development of web pages and information links for the President's Office; handling and follow-up concerning student complaints, compiling research required for various projects and reports; assistance with high volume work assignments, such as Presidential retreats, symposiums, legislative luncheons; finalizing documents for campus distribution; assisting with organizing documents and material for the University Planning Council, the Committee to Review Perceived Administrative Effectiveness; Space Allocation Committee; Academic Liaison Committee, Enrollment Management Committee and other needs associated with the leadership of the campus.

California State University, Dominguez Hills
General Fund Budget Request: Summary of Requests
College Year 2003-04

Form #1

Division: Office of the President

Unit/Cost Center/Dept: Office of the President

Administrator: Dr. Lyons

BASELINE BUDGET CATEGORY	2002-03 Baseline		2003-04 Budget Request		Total of Proposed 2003-04 Allocation	
	Nbr	Dollars	Nbr	Dollars	Nbr	Dollars
Full Time Faculty (Including FERP)					0.0	\$0
Part Time Faculty					0.0	\$0
MPP	2.0	\$329,340	2.0	\$329,340	2.0	\$329,340
Staff	2.0	\$102,096	3.0	\$151,068	3.0	\$151,068
Temporary Help	1.7	\$49,920	2.0	\$57,600	1.0	\$57,600
Student Assistants	0.0	\$3,000	0.0	\$3,000	1.0	\$3,000
Total Personnel	5.7	\$484,356	7.0	\$541,008	7.0	\$541,008
<i>See Note 1</i>						
Operating Expenses		\$195,526		\$195,526		\$195,526
WASC				\$37,000		\$37,000
Total Operating/Equipment		\$195,526		\$232,526		\$232,526
Grand Total		\$679,882		\$773,534		\$773,534
ONE TIME NON- RECURRING			Nbr	Dollars		
Personnel Expenses (Release time & ASAI)			3.0	\$90,172		
Operating/Equipment Expenses				\$81,324		
<i>Commencement Exercise</i>				\$150,000		
Total One Time			3.0	\$321,496		

Note 1: Total Baseline number of positions should equal the organizational chart positions even if the position is vacant.

Note 2: Requests for new positions should be shown on an organizational chart in some highlighted manner.

California State University, Dominguez Hills

Information Request: Special Funds*

Fiscal Year: 2003 -2004

Form #5

Division: Office of the President

Unit/Cost Center/Dept: Office of the President

Administrator: Dr. Lyons

Data for Fiscal Year 2001-02	CERF	Foundation	Lottery	Trust	Indep Oper.	Housing	Parking	Cons.	TOTALS
BEGINNING BALANCE, JULY 1, 2001									0.00
INCREASES/ SOURCE									
President's Discretionary Foundation		\$15,000							\$15,000
									\$0
									\$0
									\$0
									\$0
SUBTOTAL	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
DECREASES/USE									(\$14,976)
									\$0
									\$0
									\$0
									\$0
									\$0
SUBTOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$14,976
ENDING BALANCE, JUNE 30, 2002	0.00	15,000.00	0.00	0.00	0.00	0.00	0.00	0.00	24.00

**Data should be provided for Fiscal year, 2001-02.*

California State University, Dominguez Hills
General Fund Budget Request: Justification for Augmentation

Form #3

College Year: 2003 - 04

***Priority** No. 1

Goal: 1,2,3,4

Division: Office of the President

Unit/Cost enter/Dept: Office of the President

Administrator: Dr. James E. Lyons

Description/Justification of Request:	Expenditure Type and Categories	
Description/Title (must be the same as on Form 2): Confidential Office Support	Permanent Funding: X	
	One-Time Funding:	
See Attachment - Form 3-1 Justification		Dollars
	Faculty Position	\$ 0.00
	Staff Position	\$ 42,000.00
	MPP Positions	\$ 0.00
	Other Personnel Services	\$ 0.00
	Total Position Request	\$ 42,000.00
	Staff Benefits	\$ 6,972.00
	Total Personal Services	\$ 48,972.00
	Operating Expenses	\$ 0.00
	Equipment	\$ 0.00
	Grand Total of Request	\$ 48,972.00
	Written Statement of Goal:	
	This position is in support of Goals 1-4.	

**The priority number must match the priority number on Form #2*

California State University, Dominguez Hills
General Fund Budget Request: Justification for Augmentation

Form #3

College Year: 2003 - 04

***Priority No. 2**

Goal: 1,2,3,4

Division: Office of the President

Unit/Cost enter/Dept: Office of the President

Administrator: Dr. James E. Lyons

Description/Justification of Request:	Expenditure Type and Categories	
Description/Title (must be the same as on Form 2): Administrative Support Assistant (ASA II)	Permanent Funding:	
	One-Time Funding: X	
This position is needed to provide the necessary administrative support for the Strategic Planning Task Force, the Academic Liaison for Program Development and the WASC Self-Monitoring Committee.		Dollars
	Faculty Position	\$ 0.00
	Staff Position	\$ 40,800.00
	MPP Positions	\$ 0.00
	Other Personnel Services	\$ 0.00
	Total Position Request	\$ 40,800.00
	Staff Benefits	\$ 47,532.00
	Total Personal Services	\$ 47,532.00
	Operating Expenses	\$ 0.00
	Equipment	\$ 0.00
	Grand Total of Request	\$ 47,532.00
	Written Statement of Goal:	
	This position is in support of Goals 1-4.	

**The priority number must match the priority number on Form #2*

ATTACHMENT A

Supplemental Information for College Year 2003-04 UBC Form #4

Office of the Presidents Office Encumbered Expenditures for 2001-02 Year-End Funds

Beginning Balance \$202,942 (from previous year end funds '98-02)

Description of Expenditures	Amount
15% Contingency Funds for future reductions	\$30,441.00
Title V – Consultant Fee	28,000.00
Strategic Planning Task Force Chair -Release time (9/02 – 12/03)	24,000.00
NAPA Group Consultants (6 Campus visits)	5,000.00
Staff Writer and Reporter for Strategic Planning Task Force	10,000.00
Secretarial Support (10/02 – 12/02)	9,000.00
Aerial picture of the campus for future CD's (recruitment/donors)	4,300.00
Consultant – Branding and Image	10,000.00
Staff Appreciation Day (2002)	4,000.00
Campus Holiday Party	2,500.00
Presidential Holiday for donors, foundation board	4,000.00
Mailing of Annual Report	1,500.00
Welch Hall Furniture Shortfall	25,000.00
Previously approved funding for Special Projects in Institutional Research	
Consultant to complete the Data Portfolio Project (Dynamic Info Exchange)	35,000.00
Alumni Survey	5,000.00
Alumni Postage	2,000.00
Color Printer	1,000.00
Dell Computer System/Laptop	5,000.00
Total	\$205,741.00
To be encumbered from 02-03 OE	(-\$2,799.00)