



# University Strategic Budget Development Process

Recommended by the AY 2008/09 University Budget Committee

Approved:

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**Dr. Karen S. Haynes, President**

9/09/2009  

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Date

# California State University San Marcos University Strategic Budget Development Process

## I. Philosophy

California State University San Marcos will engage in a consultative process for developing recommendations to the President regarding *allocation of incremental increases (or decreases)* to the annual *operating budget*.

The process

- aligns budget and resources with the University's strategic plan, mission, vision and goals,
- provides a *multi-year, all-funds* plan that is reviewed and updated regularly,
- reflects differences and varying needs across *divisions* and *subdivisions*,
- promotes fiscal prudence and responsibility,
- engages and involves the entire University community,
- fosters communication,
- promotes collaboration among *divisions* and *subdivisions*,
- allows for uniform presentation of data and plans,
- assures transparency in decision making,
- follows an annual calendar and timeline,
- is fair, equitable and strives for no unstated assumptions, and
- provides a way to evaluate and prioritize *budget proposals* from across the University for which there are limited resources.

## II. University Strategic Priorities

California State University San Marcos is an academic community dedicated to the values of academic excellence, student life, a supportive campus climate, community partnerships, and educational equity. These core values serve as the pillars of the *University Strategic Plan*, and objectives are developed in support of these core values. The *University Strategic Plan* is a lens that guides strategies, actions and decisions. All campus strategic plans support the *University Strategic Plan*. These plans are dynamic documents that are reviewed and modified as new opportunities and challenges arise or as shifts occur in the priorities of The California State University (CSU) system; they are reviewed at least biennially. In addition, the University is guided by other types of strategic plans, such as the academic master plan, academic technology plan, physical master plan, etc.

Each year the *President's Executive Council*, with input from the *Council of University Strategic Planning (CUSP)* and other advisory groups to the President, reviews the University's performance against its established objectives to evaluate progress, identify gaps, and determine the priorities on which to focus in the next fiscal year.

## III. University Budget Principles

The following principles will guide the University's process:

1. Student success is the University's top priority.
2. The various bodies responsible for evaluating *budget proposals* and preparing and submitting recommendations during Phases 2, 3 and 4 of the process will maintain a "University First" perspective.
3. The University's human resources are highly valued.
4. Budget increases or decreases will be implemented strategically based on evaluation and analysis of data, which informs decision making.
5. Where feasible, changes in priorities and/or growth within a *division/subdivision* will be supported first through substitution or reallocation of resources within the respective *division/subdivision* in order to minimize the demand for additional University resources.
6. To ensure *allocations* address campus strategic priorities and *division* plans, *divisions* will implement assessment procedures and evaluation criteria to measure success.
7. The campus will utilize a three year, *incremental multi-year budget model (MYBM)* for planning projected revenue and mandatory expenses (e.g., *mandates*).
8. A *standard template* for preparing *budget proposals* will be distributed with the *budget call* memo so that information is presented in a common format to facilitate review.
9. All funds will be designated as closely as possible to the beginning of the fiscal year, upon the enactment of a final budget by the State and the CSU. Designated budgets are comprised of the following:
  - a) *Divisional baseline allocations (discretionary, non-discretionary, and student fee revenue supported activities)*
  - b) *Campus-wide activities*
  - c) *Items involving a one-time, fiscal allocation*
  - d) *Items involving permanent allocation/reduction*
  - e) *Reserves/contingency funds*
10. Each *division* will start with the previous year's ending *base budget*, examined on an annual basis.
11. *Divisions* are responsible for *allocations* to their respective *subdivisions*. *Divisions* will take a variation of *Zero-Based Budgeting (ZBB)* approach by reviewing each *subdivision's* budget in light of strategic goals and available resources.

12. *Divisions* will be responsible and accountable for the management of fiscal resources within the limits of their specified allocations.
13. In the event the University must implement budget reductions, there may be restrictions regarding the level of detail that can be included in *budget proposals* submitted for review by *divisions* and *UBC*. The information shared during the various phases of review and recommendations may be less detailed in order to adhere to confidentiality protocols appropriate for personnel, workforce management and labor relations matters.
14. The President may modify the University's Strategic Budget Development Process to respond to urgent, changing financial situations and to meet critical, unforeseen needs, including modification of the calendar and the various phases and levels of review and development of recommendations.

#### **IV. University Strategic Budget Development Process**

In accordance with the annual calendar in Appendix A, the process will include the following phases, which are explained in further detail below.

- Phase 1:** The President establishes the University's strategic priorities, approves the projected revenues and requests that *UBC* issue a *budget call*.
- Phase 2:** *Divisions* prepare prioritized *budget proposals* following the respective *division* protocol.
- Phase 3:** The *Division* Provost or Vice President submits a prioritized *division budget proposal* to *UBC* for review and preparation of a recommendation to the President and the *President's Executive Council*.
- Phase 4:** The *President's Executive Council* reviews *UBC's* recommendation and prepares a prioritized recommendation to the President. *UBC* evaluates the annual process and prepares feedback for the President's consideration regarding suggested modifications, if any.
- Phase 5:** The President has final decision making authority for the budget. Once a decision is made, the President issues an announcement to the campus community.
- Phase 6:** The University budget is enacted as approved by the President.

#### **Explanation of phases:**

- PHASE 1:** **The President establishes the University's strategic priorities, approves the projected revenues and requests that *UBC* issue a *budget call*.**

1. The President determines/affirms University priorities for the next 2- 3 years in consultation with the *President's Executive Council, CUSP*, and other advisory groups to the President.
  - a) The President and advisory groups review the University's performance against its established objectives and identify gaps and opportunities.
  - b) The President informs *UBC* of the strategic priorities for the next 2 – 3 years.
2. The President establishes the University's projected revenue.
  - a) The Vice President for Finance and Administrative Services (VPFAS) and University Budget Office update the *MYBM* based on the information received to date from the Chancellor's Office and the State.
  - b) The VPFAS presents the *MYBM* to the President and *President's Executive Council* for review and acceptance.
  - c) Upon acceptance by the President, the VPFAS shares the *MYBM* with *UBC* to inform the *budget call*.
3. Upon the President's direction, the *UBC* Co-Chairs issue a *budget call* memorandum to the Divisions.

**PHASE 2: *Divisions* prepare prioritized *budget proposals* following the respective *division* protocol.**

1. Recognizing and respecting the unique organizational and leadership structures of each *division*, the University's process does not prescribe a uniform process to be followed by each *division* in developing its prioritized *budget proposal*. To assure transparency and to engage the campus community, however, divisions are expected to observe the following principles.
  - a) Support the strategic priorities of the University and the respective *division* and *subdivisions* priorities.
  - b) Engage the leadership within the *division* and *subdivisions* in the strategic budget development process.
  - c) Utilize findings and recommendations from internal and external *program reviews* to evaluate and determine program needs.
  - d) Assess the effectiveness of the previous fiscal year expenditures and the present fiscal year budget allocation in relationship to strategic priorities and *program reviews*, as applicable.
2. University *mandate* requests are to be submitted with the applicable *Division's budget proposal*. For multi-year planning purposes, a separate, three-year *budget proposal* is

required. Upon approval by the President, University *mandates* will be given funding priority and will be evaluated annually through the University's strategic budget development proposal process, including an update of the *mandate's* three-year budget proposal. Centrally budgeted expenses housed in *Campus Wide Activities* are not exempt from this process and are to be submitted to *UBC* for consideration.

3. *The Division* leadership team will review the *subdivision budget proposals*, searching for areas of overlap and synergies, and prepare a recommendation to the *division* provost/vice president.
4. The *Division* provost/vice president will host a Division Town Hall (open to the campus community) to
  - a) review *multi-year* strategic priorities, plans, goals and benchmarks,
  - b) present prior year, current year and projected year budget information, and
  - c) answer questions and receive feedback.

Prior to the Division Town Hall, relevant information will be posted on the division web site to facilitate the Town Hall discussion. The link to the information will be included in the announcement about the Town Hall.

5. The *Division* provost/vice president has final decision making authority for the prioritized *division budget proposal*.

**PHASE 3: The *Division* Provost or Vice President submits the prioritized *division budget proposal* to *UBC* for review and preparation of a recommendation to the President and the *President's Executive Council*.**

1. *Division budget proposals* will be
  - a) prioritized,
  - b) prepared on the *standard template* included in the *budget call* memo, and
  - c) submitted to the University Budget Office for compilation for review by *UBC*.
2. *UBC* members will receive the compilation of *division* prioritized *budget proposals* at least one week prior to formal presentations by the *division* representative (provost or vice president, or her/his designee).
3. *UBC* will hold a forum at which *division* presentations will be made regarding the prioritized *budget proposals*. The *division* provost or vice president, or her/his designee, will make the presentation and respond to questions from *UBC* members.

4. The *UBC Forum* will be a meeting that is open to the campus community for observation. The campus community will have an opportunity to submit comments and feedback on the presentations via a web site. The comments will be provided to *UBC* members for their consideration in advance of the meeting at which they will deliberate and prepare a prioritized budget proposal recommendation to the President and the *President's Executive Council*.
5. *Division* presentations will be posted to the campus Budget Central web site at least one week prior to the *UBC Forum* and an announcement will be issued to the campus community when the presentations are available for viewing.
6. *Division* presenters should be prepared to:
  - a. Account for significant increases or decreases in expenditures from one year to the next.
  - b. Provide an analysis of the previous year's performance, including highlighting what has changed over the three year period (e.g., what internal and external increases/decreases have been made and what has been the impact on the *Division's* ability to perform tasks and deliver services).
  - c. Respond to questions.
7. A week or more following the *UBC Forum*, *UBC* will meet to deliberate and prepare a prioritized recommendation to submit to the President and the *President's Executive Council*.
8. On behalf of *UBC*, the co-chairs will present the recommendation to the President and the *President's Executive Council*. Because it is subject to review and acceptance, the prioritized recommendation will remain a confidential communication among *UBC*, the President, and the *President's Executive Council*.

**PHASE 4: The *President's Executive Council* reviews *UBC's* recommendation and prepares a prioritized recommendation to the President.**

1. The *President's Executive Council* will evaluate the *budget proposals*, review *UBC's* recommendations and prepare a prioritized recommendation to the President, which will remain a confidential communication between the *President's Executive Council* and the President.
2. At its May meeting, *UBC* will evaluate the annual University Strategic Budget Development Process. If *UBC* identifies areas for improvement or recommends modifications, a report will be prepared and presented to the President for consideration.

**PHASE 5: The President has final decision making authority for the budget. Once a decision is made, the President will issue an announcement to the University community.**

1. The President has final decision making authority regarding funding of *budget proposals* and *allocation* of the University's *operating budget*.
2. The President will issue a communication to the University community about the University's budget in May, prior to the end of the spring term. This communication may include results of the Strategic Budget Development Process, but, if this is included, the information will be contingent upon and subject to change pending enactment of the final *budget* by the State and CSU.
3. Typically, the Governor's Budget *May Revise* announcement is received around mid-May and could include information that would impact the President's decision making or preliminary decisions made by the President.
4. By law, the State budget is to be enacted by July 1<sup>st</sup> of the subject fiscal year, but may be delayed. Until the final State budget is enacted, the University's proposed *operating budget* is subject to change.

**PHASE 6: The University *budget* is enacted as approved by the President.**

1. *Divisions* will prepare budget upload documents in accordance with the University Budget Office and respective *division's* requirements and protocols (generally, between June and August).
2. The University Budget Office will analyze and upload *division budgets* to PeopleSoft Finance.
3. The University Budget Office will post initial *budget allocations* to Budget Central web site.

**Appendix A**

*Calendar and Timeline for Annual Strategic Budget Development Process*

	<b>DATE</b>	<b>ACTION</b>	<b>BY WHOM</b>
<b>PHASE 1</b>	August	Review University’s performance against its established objectives to identify gaps and establish priorities to focus on in the next fiscal year	President, President’s Executive Council and CUSP
	September	Determine strategic priorities to be emphasized the next 2 – 3 years in support of multi-year strategic plans and to inform UBC	President and President’s Executive Council
	November	Prepare MYBM projections for next fiscal year outlining all possible funds available for allocation based upon the information available at the time from the State and the Chancellor’s Office and present first to President’s Executive Council and then to UBC ( <i>projections subject to change upon receipt of the Governors Budget Proposal in January</i> )	President, President’s Executive Council, VP for Finance and Administrative Services (VPFAS) and University Budget Office
	November	Pending direction from the President, issue Budget Call Memo to Divisions	UBC Co-Chairs
<b>PHASE 2</b>	December thru February	In response to Budget Call Memo, Divisions initiate respective processes and prepare a prioritized budget proposal	Divisions at the direction of the respective Provost / Vice President
	March 1 <sup>st</sup>	Divisions submit prioritized budget proposals to the University Budget Office	Provost and Vice Presidents
<b>PHASE 3</b>	Mid-March ( <i>prior to Spring Break</i> )	UBC Forum held for Divisions’ presentations of budget proposals	UBC, Provost and Vice Presidents or her/his designee, University Community
	Last half of March	University Community submits feedback for UBC’s consideration via Budget Central web site	University Community
	Mid-April	UBC meets to deliberate and prepare a prioritized recommendation to submit to the President	UBC
<b>PHASE 4</b>	Mid to Late April	UBC’s prioritized recommendation submitted to the President and presented to President’s Executive Council	UBC Co-Chairs
	May	UBC evaluates the annual process; if modifications are recommended, a report will be prepared and presented to the President for consideration.	
	Mid-May	President’s Executive Council submits a prioritized recommendation to the President	President’s Executive Council

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<b>PHASE 5</b>	Mid May <i>(prior to the end of the spring term)</i>	President issues a communication to the University community about the results of the Strategic Budget Development Process (preliminary – contingent upon and subject to change pending enactment of the final budget by the State and CSU)	President
<b>PHASE 6</b>	June through August	Divisions prepare budget upload documents in accordance with the University Budget Office and Division requirements and protocols	Provost and Vice Presidents and Division Budget Representatives
	September	Division allocations analyzed and entered into PeopleSoft Finance	University Budget Office
	October	Initial budget allocations available on PeopleSoft Finance	University Budget Office
	October	Current fiscal year initial budget allocations posted on Budget Central web site	University Budget Office

## **Appendix B**

### ***Glossary of Terms***

**All-funds budgeting:** All sources of revenue are reported and considered when developing budget plans and proposals (e.g., State operating fund, fee revenue, lottery, Foundation (endowments, gifts, donations), and *University Auxiliary and Research Corporation (UARSC)* Campus-Community Relations (CCR), and grant funds, etc.)

**Allocation:** A distribution of funds or an expenditure limit established for an organizational unit or function.

**Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

**Base Budget (Permanent):** Permanent budget that recurs from one year to the next to fund on-going operations, based on the prior year's budget plus any permanent additions or reductions.

**Fiscal Budget:** Budget that is allocated for use within a fiscal year only and does not necessarily recur the next fiscal year. May be generated from one-time fiscal appropriations or from unspent fiscal or permanent funds, including salary savings from unfilled positions.

**Budget Call:** Memorandum issued by the co-chairs of UBC, typically on an annual basis during the fall term, asking Divisions to submit budget proposals for the next fiscal year according to the guidelines provided, submission of which is due in the spring term, following the mid-year budget review. The budget call includes a standard template for preparing the Division budget proposal.

**Budget Proposal:** A request for funds for personnel, operating expenses, professional development, training, equipment, furniture, space renovation, etc., developed by a subdivision or a division to accomplish an objective in support of the subdivision's, division's or University's strategic goals. Budget proposals are prepared in response to and submitted in accordance with the guidelines included in the budget call (defined above).

**Campus-wide Activities:** This is a category for funds that benefit most, if not all, of the campus. The President has financial oversight responsibilities and assigns program administrative duties to appropriate divisions. The following are included in Campus Wide Activities: funds for compensation increases, employee benefits, Common Management System (CMS), University Reserve, and Student Financial Aid. Funds in this category are monitored by the University Budget Office with regular reporting to the President, President's Executive Council and UBC.

**Council of University Strategic Planning (CUSP):** An advisory body to the President, President's Executive Council, and President's Cabinet comprised of a representative from each division

(designated by the respective Provost/Vice President) and a faculty representative. CUSP is chaired and convened by the Director of Institutional Planning and Analysis. CUSP is charged with coordinating the review and update of the University's Strategic Plan in accordance with directives from the President. Each CUSP member is responsible for coordinating the review and update of their respective division's strategic plan and assisting subdivisions within their division in maintaining and updating subdivision strategic plans. CUSP members work together to identify possible opportunities and synergies for collaboration across divisions in order to maximize University resources. See Appendix C for membership roster.

**Department:** Within the University's organizational structure, a department resides within a subdivision (which resides within a division). A department has a unique, specific function and mission to fulfill within the broader mission of the subdivision and division. A department may or may not have a unique PeopleSoft Dept ID number, depending upon the management structure of the subdivision within which the department resides.

**Discretionary Funds:** Resources that can be allocated for use as determined by executive management. Typically refers to UARSC Campus-Community Relations (CCR) funds that may be used for routine operating expenses in support of the University's mission as well as for expenditures for which State funds cannot be used (e.g., catering for special events, employee recognition awards and gifts, etc.)

**Division:** CSUSM consists of major organization groups managed by the President, or by the Provost or a Vice President who reports directly to the President. Each division is comprised of subdivisions (e.g., colleges managed by a dean, units managed by an associate vice president, dean or director, and departments within subdivisions, etc.). University divisions include:

- Academic Affairs
- Finance and Administrative Services
- Office of the President
- Student Affairs
- University Advancement
- Campus-wide Activities (*not a formal division – see definition above*)

**Divisional Baseline Allocation:** See "Budget – Base Budget (Permanent)" above.

**Foundation (CSUSM):** CSUSM Foundation is now University Auxiliary and Research Services Corporation (UARSC); please refer to the UARSC definition below.

**Incremental (funding) Increase/Decrease:** Allocation received by the University for enrollment growth or base budget increases, on a fiscal year basis from the CSU Chancellor's Office that increases (or decreases, in times of budget reductions) the University's permanent base budget.

**Mandate:** A necessary or unavoidable cost that affects the entire University and is managed by a specific division. There are three types of University Mandates:

**Government Regulation:** These are external legal mandatory costs for expenditures the University must pay regardless of its financial condition. If these mandatory expenses are not funded, the campus would be required to redirect existing resources from other program areas to meet these obligations. These legal mandatory costs are defined by federal, state, or county regulations and source documents may be referenced. *Examples: American with Disability Act, Accessible Technology Initiative.*

**CSU Contractual Obligations:** Costs that relate to or are part of a binding legal agreement; "contractual obligations" are typically internal and are mandated either by the CSU or by the campus itself. These contractual mandatory costs are defined by CSU Executive Order or by contractual agreements established by CSUSM Procurement Office. Source documents may be referenced as needed. These contractual mandatory costs may be modified or terminated within the limits of the executive order or contract. *Examples: utilities, compensation increases, benefits, State University Grant (SUG), Common Management System (CMS), Risk Management insurance premiums.*

**University Reserve:** The University Reserve resides in Campus Wide Activities and the level of funding varies year-to-year.

**May Revise:** The Governor submits a proposed budget to the State Legislature in January for the fiscal year beginning July 1<sup>st</sup> of that year. In May, the Governor issues a revision to the budget proposed in January based on the revenue received by the State through April and revenue projections for the balance of the fiscal year, commonly referred to as the "May Revise".

**Multi-year:** The CSUSM Strategic Budget Development Process evaluates budget proposals on a multi-year basis. Budget and expenditure data from the two prior years and the current year will be included in the standard template to provide context for decision-making, and budget proposals will include funding requests for the next fiscal year. If the request is for a "mandate", the budget proposal must include projected funding needs for two additional years (three years' total projected expenditures).

**Multi-Year Budget Model (MYBM):** Through the CSU budget process, budget and planning recommendations for the MYBM are made by the University Budget Office. They are then authorized by the President's Executive Council and used as a planning tool to project revenue and mandated expenses over a multi-year period. The MYBM is shared with the President's Cabinet, University Budget Committee, and others to inform them of budget recommendations and decision-making. It represents a "snapshot" based on available information at that time. It is used for planning purposes only and is continually subject to change based on many unknown factors.

The MYBM has three components: the format, the projection assumptions, and the time period covered. Format refers to level of detail including the categories of revenues and expenditures that are recorded in the budget and to the nature of the categories used. Assumptions can be very conservative,

assuming enrollment and revenue projections will fall short, or more aggressive, assuming that targets will be exceeded.

Revenue projections are based on the entire CSU system and on a very complex process subject to changes from the Governor, the Legislature, and the CSU Board of Trustees. Once these changes are known, the CSU Budget Office makes their adjustments and translates the system wide amounts into individual campus allocations. All of these factors combined make it exceedingly difficult to project revenue with a high degree of certainty.

**Non-Discretionary Funds:** Funds that are restricted or designated for a specific purpose.

**Operating Budget:** Funds received by the University from the State that serve as the primary funding source for the ordinary operating expenses of the University, also sometimes referred to as the General Fund or State Funds. The State relies on sources such as personal income tax, sales tax and bank and corporation taxes to generate these funds.

**President's Executive Council:** The President's Executive Council is comprised of the senior management team of the University. The purposes of the President's Executive Council include: provide leadership and make key decisions affecting the university; implement Executive Orders and Presidential Directives; receive, review, and recommend approval of campus policies and procedures; conduct and implement university business; serve as executive sponsors of capital projects. See Appendix C for membership roster.

**Program Reviews:** Internal and external program reviews to evaluate and determine program needs. Examples include accreditation reviews, division service quality and learning assessments, Program Evaluation and Planning (PEP) surveys, campus and community feedback, Voluntary Support of Education Survey results, etc.

**Reduction, Fiscal:** A reduction in funds to a base budget that is one-time in a given fiscal year and does not impact the permanent base budget on an ongoing basis.

**Reduction, Permanent:** A reduction in funds to a base budget that is permanent and ongoing and will not be restored in subsequent fiscal years.

**Standard Template:** The Excel workbook approved by UBC for preparing and submitting budget proposals by divisions (and subdivisions). Template elements include:

- By division/subdivision/account: actual expenditures from 2 year's prior; adjusted budget, actual expenditures and budget balance as of June 30<sup>th</sup> for the prior fiscal year; original budget allocations for the current fiscal year; and proposed budget change for next fiscal year and percentage of change based on the budget proposals.
- Individual budget proposals prepared by subdivisions/divisions on the template provided in the workbook

- Brief narrative to describe the budget proposal, including how the proposal supports the subdivision's and/or division's and/or University's strategic goals and objectives
- Prioritized list of the Division's budget proposals

**Subdivision:** Within the University's organizational structure, subdivisions reside within a Division, and the leadership and management of a subdivision is typically the responsibility of a dean or associate vice president who reports to the division provost or vice president (e.g., colleges, among others, are subdivisions). Often departments reside within subdivisions.

**University Auxiliary and Research Services Corporation (UARSC):** A self-supporting auxiliary organization, recognized by The California State University, incorporated as a 501(c)(3) non-profit corporation, and governed by a 15-member board. UARSC provides support, service and opportunity to advance the purposes and goals and meet the evolving needs of the University through commercial enterprises, grants and contracts administration, business services and financial management and other entrepreneurial operations. UARSC also generates and manages additional resources and assets in support of the University's existing and emerging programs.

**University Budget Committee (UBC):** UBC serves as an advisory body to the President. At the beginning of each academic year, the UBC receives a memo from the President that includes the annual charge to the committee. The charge may include a request to provide recommendations to the President's Executive Council and the President on specific budget issues such as budget development methodology, current or proposed policies or practices, etc. In addition, the UBC members are responsible for representing their respective constituents and helping to educate the campus community about the University's budget and review processes. See Appendix C for membership roster.

**UBC Forum:** A meeting convened by UBC in the spring at which division provost/vice presidents, or her/his designee, present the respective division prioritized budget proposals. During the Forum, UBC members may ask for clarification to gain sufficient information upon which to develop a recommendation for the President (at a subsequent UBC deliberation meeting). The UBC Forum is open to the entire campus community for observation and a web site will be available via which members of the campus community may submit comments for UBC to consider during its deliberation meeting.

**University Strategic Plan:** The document adopted by the President that articulates the University's mission, vision, values, goals and objectives and which guides all aspects of the academic and administrative operations of the University.

**Zero-Based Budgeting (ZBB):** Effective with FY 2007/08, Cal State San Marcos engaged in a new budgeting philosophy and adopted a variation of Zero-Based Budgeting (ZBB). ZBB assumes no base budget from the prior year and each year's budget begins at a base of zero. The variation to this budgeting approach used at Cal State San Marcos is to continue to maintain a permanent base budget at the campus, division and salary levels (excluding new permanent salaries and augmentations to existing permanent salaries), and apply ZBB at the department/operating expense level.

## Appendix C

### *Membership Rosters*

#### **Council of University Strategic Planning (CUSP)**

- Chief of Staff, President's Office and Director, Institutional Planning and Analysis (*chair*)
- Provost and Vice President for Academic Affairs's designee
- Vice President for Finance and Administrative Services's designee
- Vice President for Student Affairs's designee
- Vice President for University Advancement's designee
- Executive Director of University Auxiliary & Research Services's designee

#### *Staff to CUSP*

- Administrative Aide, Office of the President

#### **President's Executive Council**

- President (*chair*)
- Provost and Vice President for Academic Affairs
- Chief Financial Officer and Vice President for Finance and Administrative Services
- Vice President for Student Affairs
- Vice President for University Advancement
- Chief of Staff and Director of Institutional Planning

#### **University Budget Committee (UBC)**

- Provost and Vice President for Academic Affairs, *Co-Chair (non-voting)*
- CFO and Vice President for Finance and Administrative Services, *Co-Chair (non-voting)*
- Academic Senate Chair (*or designee*)
- Academic Senate Budget and Long-Range Planning Committee Chair (*or designee*)
- Associated Students, Inc. President (*or designee*)
- Academic Affairs Representative (*Provost's Designee*)
- Finance and Administrative Services Representative (*CFO/VPFAS's Designee*)
- Student Affairs Representative (*VPSA's Designee*)
- University Advancement Representative (*VPUA's Designee*)
- Staff Representative (*3-year appointment*)

*Ex Officio (non-voting): [\*invited to ensure continuity on the Committee when assuming the chair position the next year]*

- Academic Senate Vice Chair/Chair-elect\* (*or designee*)
- ASI Vice President for Finance (*or designee*)

*Staff to Committee:*

- Chief of Staff, Office of the President, and Director, Institutional Planning & Analysis
- Academic Affairs Resource and Operations Manager
- Associate Vice President for Business and Financial Services
- Director, University Budget Office
- Associate Dean, Instructional and Information Technology Services
- Assistant to the Provost and Vice President for Academic Affairs