FROM: EL Budget/Tuition Model Ad Hoc Workgroup

DATE: February 22, 2019

SUBJECT: EL Financial Model

Attached please find the final MOU between CSUSM and CSUSM-EL that the EL Budget/Tuition Model Ad Hoc Workgroup obtained approval for moving forward. The MOU addresses the charge given to the Workgroup and reflects the following priorities:

1) Transparency of EL budgetary operations
2) Tuition structure based on a fair IDC rate per student per program and set enrollment & budget parameters that align with stateside practices
3) Mechanism for program sustainability and viability
4) Incentive for programs to grow
5) Coverage of the debt service to the building through EL programs outside of those designed towards a degree or certificate
6) One MOU that governs all agreements between the University, Extended Learning, and the Departments offering EL programs.

Sincerely,

Clint Roberts (Chair), AVP, Business and Financial Services
Randy Duncan, Director, Budget Office
Kamel Haddad, Vice Provost
Suzanne Moineau, Faculty Representative
Mike Schroder, Dean, Extended Learning
Memorandum of Understanding
Between
California State University San Marcos
and
California State University San Marcos Extended Learning

This Memorandum of Understanding (MOU), made effective as of February 22, 2019 by and between California State University San Marcos (CSUSM) and its Department of Extended Learning (EL), collectively referred to as the Parties.

Whereas, per CSU Executive Order 1099, the CSU grants extended education department/units the ability to offer instructional programs on a self-support basis at times or locations not supported by State General Fund appropriations. Such offerings shall be consistent with the CSU mission and applicable laws and regulations. Academic standards associated with all aspects of such special sessions are identical to those of comparable instructional programs. Furthermore, self-supporting special sessions shall not supplant regular course offerings available on a state-supported basis during the college year (Education Code Section 89708). Special sessions are self-supporting with fees set by CSUSM EL to cover the costs of instruction and other services. Special Sessions may be offered when State General Fund appropriations to support the program are unavailable or inappropriate.

Whereas, EL offers such degree, certificate and preparation programs (Programs) in conjunction with certain Colleges of CSUSM, collectively CSUSM Colleges, on such self-support basis; and

Whereas, EL is required by CSU Executive Order 2000 to reimburse the cost of services and support rendered by California State University San Marcos; and

Whereas, the Parties wish to memorialize their understanding of Program creation, review and cost allocation, financial obligations, and identified responsibilities;

Therefore, be it resolved that the Parties agree to the following:

1. Programs under EL’s purview are
   i. Self-support Academic Programs
   ii. Summer Session
   iii. Winter Intersession
   iv. Other Special Sessions (such as Kaiser Grant)
   v. Open University
   vi. Global Studies
   vii. Other Noncredit Programs (such as certificate programs and ALCI)

2. Operational guidelines
   a. Programs will be offered in formats and locations as mutually agreed upon by the Parties.
   b. Program Documents will be comprised of:
      i. Program Summary template – submitted by Faculty Program Director (see Exhibit 1 for an example)
      ii. Annual Program Budget template – submitted by EL developed in conjunction with Faculty Program Director (see Exhibit 2 for an example).
   c. Program proposals should comply with university and system guidelines.
d. Program Documents will be reviewed and updated annually as agreed upon and finalized (with signature) by the appropriate Dean of each college, the appropriate Faculty Program Director, and Dean of EL. These three entities will henceforth be referred to as "the three parties".

3. **Enrollment Computations.**
   a. Course enrollment must meet a floor (i.e. minimum enrollment) as follows:
      i. Undergraduate and certificate programs are expected to have a floor of 30 students to compute University IDC in that each program will contribute an IDC amount no less than 30 students. If an undergraduate or certificate program enrolls more than 50 students, then the program is not charged any IDC for any student in excess of 50. (Please refer to Section 6 for more detail.)
      ii. Graduate programs are expected to have a floor of 24 students to compute University IDC in that each program will contribute an IDC amount no less than 24 students. If a graduate program enrolls more than 35 students, then the program is not charged any IDC for any student in excess of 35. (Please refer to Section 6 for more detail.)
   b. "Effective" enrollment is calculated by the percentage of time that the student is enrolled in during the year. Students attending a single semester (e.g. Fall, Spring or Summer) will have an effective enrollment of 50%. Students enrolled beyond one semester in the same fiscal year will have an effective enrollment of 100%.
   c. If a program requests a change to the enrollment below the floor, then this will be reviewed as part of the annual programmatic budget planning (as explained in 8c.), and if granted will take effect in the following fiscal year.

4. **Appropriate Programmatic Considerations of Direct Costs.**
   a. Instruction including salaries, benefits, operating expenses (O&E), and other instructional expenses
   b. Accreditation Costs – fees, professional development, licensure, etc.
   c. Recruitment, Marketing, Student Activities
   d. Faculty Program Coordination
   e. Technology and Equipment – computer refresh, specialized technologies, equipment or lab materials

5. **Reserves**
   Reserves are defined to be the amount needed for EL to cover the equivalent of six months of annual operating expenditures for the overall EL Operation, and the resources needed to launch new programs or cover insolvent program deficits. The reserve amount shall be computed by EL (See Exhibit 4 for an example of reserve detail).
   a. Each year, costs associated with the development of new programs should not exceed 10% of the equivalent of six months of annual operating expenditures.

6. **Indirect Costs (IDCs)**
   There are business and operational support functions required to enable programs to run at any university. The day-to-day costs to run EL are not much different than the day-to-day costs to run the university as a whole. These costs are referred to as EL’s Indirect Costs, and represent general administrative support functions provided by EL operations. These include: EL dean’s office; EL marketing; EL student services; facilities repairs and maintenance; reserves; and administrative support costs charged to Extended Learning from the Campus, Chancellor’s Office, and the State Controller’s Office. Please see Exhibit 3 for a detail of the services provided by these administrative support units. EL computes the total yearly EL IDC cost.

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1 Duties such as course or program development or revision are considered to be part of the faculty members' routine service.
Enrollment floors and "effective" enrollment will be used in calculating the fixed student IDC and overall program IDC. The contribution of each program to EL's total IDC shall be calculated as follows: Determine the fixed IDC rate per EL student by taking the total EL IDC and dividing by the collective "effective enrollment" of students in EL degree and certificate programs, after the following adjustments: 1) for undergraduate or certificate programs, set enrollment numbers per cohort for all expected enrollment numbers of 49 and below at the enrollment floor of 30, and at 50 otherwise; 2) for graduate programs set enrollment numbers per cohort for all expected enrollments numbers of 34 and below at the enrollment floor of 24, and at 35 otherwise. The program's contribution to IDC is outlined in Section 7.

7. Tuition Derivation
   a. The total cost of the program IDC is computed as the fixed IDC rate from Section 6 times a cohort enrollment set at: 1) for undergraduate or certificate programs: i) The enrollment floor of 30 if expected effective enrollment is at 30 or below; ii) actual expected effective enrollment if expected enrollment is between 31 and 49; and iii) 50 otherwise; and 2) for graduate programs: i) The enrollment floor of 24 if expected effective enrollment is at 24 or below; ii) actual expected effective enrollment if expected enrollment is between 25 and 34; and iii) 34 otherwise.
   b. The total cost of the program will be calculated by summing the program's direct costs and the program's share of the IDC as outlined in Section 6.
   c. For each cohort, the total cohort cost plus a 3% contingency will be divided by the weighted average units across cohorts in the program to derive the base tuition cost per unit. The 3% contingency accounts for fluctuations in program costs and attrition.
   d. The Faculty Program Director may propose changes to tuition or enrollment parameters depending on programmatic and financial considerations. The three parties will entertain such proposals while ensuring program viability.

8. Program Budgets.
   a. A Program is said to be solvent if tuition revenues generated by the program adequately cover all direct costs and indirect costs other than reserve requirements. A Program is said to be viable if it is solvent and covers all reserve requirements.
   b. New Programs must be solvent and will have 2 years to become viable. If during the second year, a new program is not solvent, or by the third year of operation a program is not viable, the program will be placed into a maximum one year probation period followed by discontinuation, or merger into an existing program. Discontinuation or merger would follow appropriate university processes, when needed.
   c. EL analyzes program budgets yearly, and the three parties may recalibrate budgets so as to achieve solvency or viability. The three parties determine what direct expenses go into the program in a way that best aligns the program with accreditation and other programmatic considerations. The three parties must sign the annual program budget yearly:
      i. Tuition increases will be of the order of 1-5% annually to keep in alignment with inflation using the HEPI index.
      ii. All budget modifications should be submitted during the budget approval process as detailed in the timeline below. It is not expected that budget modifications will be made mid-cycle.
   d. Financial Surplus/Deficit Sharing -
      Program Surplus is defined as the balance between the program's gross revenue and the overall program costs that include direct costs, indirect costs, and reserves.
      • Programs with a surplus shall cover the deficits created by insolvent programs in a manner proportional to the program surplus. For example, if deficits total $100,000, and programs A, B, & C have surpluses of $10k, $20k, and $30k respectively, then Program A, B, and C's contribution to the deficit is 1/6 of $100k, 1/3 of $100k, and 1/2 of $100k respectively.
• Remaining Program Surplus will be allocated to the program and the college based on a 75% program and 25% college split. The college is the one in which the program resides. If the program is interdisciplinary, the 25% college split is divided onto the colleges in a manner proportional to the program's unit distribution across the colleges. These returns must be utilized in compliance with CERF reserve guidelines. A yearend report must be submitted by the Program Faculty Director and the College to justify plans for ongoing reserve balance.
  o Program Surplus allocation is based on the proportional delivery of units by each department that offers courses within the program. For example, if a 60 unit per year Program is offered by Department A, and 10 of those units are GE units offered by Department B, then Department B will receive one sixth of the surplus allocation.

9. Self-Support Instruction Budget Advisory Committee (SSIBAC)

A Self-Support Instruction Budget Advisory Committee (SSIBAC) will be created to advise EL on yearly program budget reviews and operations. SSIBAC will be composed of:

• The Dean of EL (Chair)
• The Vice Provost for Planning and Academic Resources
• The AVP for Business and Financial Services or designee
• Two faculty representatives from faculty teaching in EL programs, appointed by the Provost’s Office.

10. Timeline

a. EL and parties in partnership with EL shall adhere to the following timeline.

• August-September
  • EL operations complete their year-end budget summary and annual report in review and consultation with the Provost, and submit to SSIBAC.
    • By September 15th EL will transfer previous fiscal year surplus to Colleges/Departments if appropriate as outlined in section 8d, and submit payment for obligations to administrative support units as outlined in section 6.

• September: By September 30th
  • Faculty Program Directors must submit to the Dean of EL the year-end report for the previous fiscal year and a draft of the budget with summary for the next fiscal year.
  • College Deans must submit to the Dean of EL their year-end report for the previous fiscal year.
  • All university partners must submit to the Dean of EL their year-end report for the previous fiscal year and request for Indirect Cost Recovery and other support for the next fiscal year, with justification following EO 1099 requirements.

• October: By October 30th, SSIBAC will meet to review the submissions above and establish the following:
  • Indirect Cost (IDC) rate for next fiscal year
  • Need for tuition increases to cover increased direct and/or indirect expenses.
  • Need for program probation or disqualification based on solvency and viability as described in Section 8b.

• November - December: The three parties will discuss and analyze Program Budgets as outlined in Section 2d and 8c.
  • Proposed tuition changes will be incorporated into the program budget for the subsequent year
  • Proposed budgets will be finalized, approved and signed off by the three parties (referenced in 2d and 8c), and a final draft EL budget will be forwarded to the Provost for final approval.
  • Initiation of probation for insolvent programs, as needed.
• Initiation of the discontinuation process for probationary programs that do not meet criteria for reinstatement, as needed.
• January: Notifications of changes in tuition are sent out to current and prospective students
• February: SSIBAC will meet to conduct a midyear review of the EL budget based on actuals, and the Dean of EL will relay SSIBAC findings that require attention to the Faculty Program Directors
• March: Budgets are uploaded into PeopleSoft and submitted to CO
• August: SSIBAC will meet to review the yearend report

11. EL International Operations
   a. Revenue generated from matriculated international will go to the central university fund.
   b. EL will be responsible for recruitment and marketing of international students
   c. The cost of the international operation shall be borne by the University and shall not exceed 1.2 million per fiscal year.

12. Other EL Sessions and fees. Other EL sessions include Summer Session; Winter/Interession; Open University; Early Start Program; ALCI; Non-Credit Workforce Programs
    Other EL sessions shall cover their direct expenses and the EL Building Debt Service. Detail of the other EL sessions budgets can be found in Exhibit 6.

    EL fees include revenues generated from categories such as: facilities, operating fees, academic tech fees and application fees.

    Any surplus generated by the stand-alone programs in this section and EL fees, that is beyond what is needed to cover the building debt service will be applied towards the reserves.

13. EL will:
   a. Administer the Programs according to the Executive Orders and charter as stated above.
   b. Reimburse or fund each Program as appropriately demonstrated based upon the annual budget of each Program.
   c. Provide Student Services support, including general inquiries, applications, registration, enrollment, transcript/academic evaluation, advisement and related services.
   d. Schedule courses in consultation with faculty to meet campus deadlines for enrollment, financial aid and other student success parameters.
   e. Provide marketing campaigns and promotional materials.
   f. Obtain approval for any website changes relative to the Programs.
   g. Assist the CSUSM Colleges Student Service and Advising Teams when requested and alert CSUSM Colleges Student Service Director, or similar, when any student issues/concerns are received.
   h. Develop marketing strategies, execute strategies and tactics and provide promotional collateral (printing costs are not included, design and creation is included)

    Details regarding EL Services above are listed in Exhibit 5.

14. CSUSM Colleges agree to:
   a. Deliver Programs as approved and provide/maintain human and instructional resources/services as outlined, agreed and required for by each Program.
   b. Provide Program oversight, faculty instruction and coordination, annual Program assessment, periodic Program review, student advising, community relations/partnerships, fund-raising and assistance in placements and internships.
   c. Comply with Program approvals and processes and maintain accreditation in accordance with standards, as needed by Programs.
d. Order and inventory Program needs, unless otherwise arranged.

e. Provide for and share admission decisions, faculty assignments, program assessments/reviews, course evaluations, student-conduct issues/remedy and compliance/reporting requirements.

f. Review student applications for various Programs of study.

g. Provide verification/document of costs associated with this agreement and these Programs.

h. Approve any website changes relative to the Program.

i. Request assistance from EL Student Services Team when needing support for the Program, and communicate between the Parties updates on any student issues/concerns received.

15. Duration:

The term of this agreement is July 1, 2019 through June 30, 2022

Changes may be made to this MOU in writing by Amendment and signed by all Parties.

Signatures below indicate acceptance of the terms, conditions, and responsibilities contained herein and represent that the signatories are authorized to bind the respective Parties.

Mike Schroder  
Dean of Extended Learning & Associate Vice President International Programs  
Date: 2-18-2019

Neal Hoss  
CFO & Vice President Finance & Administrative Services  
Date: 2-21-2019

Graham Oberem  
Provost and Vice President for Academic Affairs  
Date: 2-19-2019

Karen S. Haynes  
President  
Date: 2-22-2019
EXHIBIT 1 – Program Summary Example
Annual Program Evaluation Template

Current Academic Year (AY) _______
Next Academic Year (AY) _______

Use this template for aggregating information from a single year’s Self-Support Annual Program Evaluation. The template is suggested, and you may adapt it in any way you find useful to facilitate program improvement. You may also use attachments or appendices if additional detail is relevant to tracking a given issue. When listing out direct expenses for current and next academic year, please list all direct expenses with the narrative justification in sections 5 and 6.

Program: ___________________________ Date: ___________________________
Faculty/Director: ___________________ Contact Info: _____________________

1. Faculty and Staff Position Past/Present/Projected

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2. Student Enrollment Past/Present/Projected

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3. Program Changes in the Past Year and Impact Narrative

4. Plans for next Academic Year Upcoming Changes

5. Resource Report: From Current Academic Year and Requests and Justification for Next Academic Year (equipment, space, staff, faculty, additional marketing, etc.) - this is the narrative section for the department to submit their requests and justifications for direct program costs changes that will match the budget submission. List out all direct program expenses included, but not limited to instruction, staff, supplies, accommodation costs, hospitality, license/fees, professional membership, etc.

6. Budget (see attached budget)

7. Key Findings and Highlights and Improvements

a. Strengths/Highlights:

b. Areas for Improvement:

c. Action Plans for Areas for Improvement

<table>
<thead>
<tr>
<th>Area for Improvement</th>
<th>Interventions/Initiative</th>
<th>Responsible Individual(s) and Resources</th>
<th>Follow up/Reassessment Method</th>
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EXHIBIT 2 – Annual Program Budget Example

UNDERGRADUATE PROGRAM SAMPLE [College] [Department/School] [Program Title]
Year Rolling Budget Forecast (per cohort floor 38 students, ceiling 50 students)

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Revenue

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Direct Expenses

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Operating Income/Margin

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Indirect Expenses

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<th>FY 19/20</th>
<th>FY 20/21</th>
<th>FY 21/22</th>
<th>FY 22/23</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Indirect Expenses</td>
<td>$ 6,200</td>
<td>$ 186,000</td>
<td>$ 372,000</td>
<td>$ 372,000</td>
</tr>
<tr>
<td>(Based on per student IDC min 30 per cohort; Assessed Annually)</td>
<td>$ 4,580</td>
<td>$ 33,669</td>
<td>$ 36,009</td>
<td>$ 39,641</td>
</tr>
<tr>
<td>Contingency</td>
<td>$ 5%</td>
<td>$ 5%</td>
<td>$ 5%</td>
<td>$ 5%</td>
</tr>
<tr>
<td>Total All Expenses</td>
<td>$ 356,880</td>
<td>$ 643,589</td>
<td>$ 653,299</td>
<td>$ 660,813</td>
</tr>
</tbody>
</table>

*Net Surplus/Deficit

<table>
<thead>
<tr>
<th>FY 18/19</th>
<th>FY 19/20</th>
<th>FY 20/21</th>
<th>FY 21/22</th>
<th>FY 22/23</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 65,289</td>
<td>$ 32,709</td>
<td>$ 106,779</td>
<td>$ 132,604</td>
<td>$ 137,027</td>
</tr>
</tbody>
</table>

Net Revenue %

<table>
<thead>
<tr>
<th>FY 18/19</th>
<th>FY 19/20</th>
<th>FY 20/21</th>
<th>FY 21/22</th>
<th>FY 22/23</th>
</tr>
</thead>
<tbody>
<tr>
<td>-22%</td>
<td>5%</td>
<td>14%</td>
<td>17%</td>
<td>15%</td>
</tr>
</tbody>
</table>

EXHIBIT 3 – Detail of Services Provided to by the University Administrative Support Functions to Extended Learning.

The following services are provided to Extended Learning from the various University divisions. Pursuant to Executive Order 1000, the cost to the general operating fund for delivering these services are required to be recovered from Extended Learning and other self-support operations. These relating Indirect Costs charged by University operating fund charged to Extended Learning are for the following services listed by University Division provider. These Indirect Cost figures are calculated on a routine basis and supporting detail used to derive a given year’s indirect cost charge to Extended Learning are provided for EL leadership’s review prior to payment.

Finance and Administrative Services

Safety, Risk and Sustainability Administration

- Administration
- Regulatory recordkeeping/document maintenance
- Subpoena management
- State/County/City/CSU audit support
- Injury and Illness Prevention Program (IIPP)
- Plan Check (food facility, laboratory, and occupational safety)
- Risk Assessment with contracts
- Sustainability training and consultations, including the Sustainable Cougars Office Program (SCOP)

Occupational Safety Programs
- Ergonomics
- Training, evaluations, and guidance
- Safe Driving
- Defensive driving training, DMV employee pull notice, accident reporting
- Respiratory Protection
- Medical Monitoring
- Hearing Conservation
- AED management
- Lock-Out/Tag-Out (LOTO)
- Job Hazard Assessment coordination and application management (PROCEDURES)
- Fire and Life Safety inspection and consultation
- High hazard work area (shops, etc) inspections

Food Safety & Pool Sanitation
- Permanent food facility health inspections
- Temporary food facility permit management and inspections
- Swimming pool health inspections

Laboratory Safety and Hazardous Materials/Waste Management
- Provided for grant supported research & instructional courses (EL)
- Chemical Waste (labeling, profiling, collection, packing, disposal and/or shipping)
- Biohazard Waste (labeling, collection, and disposal)
- Consumer/Residents (Housing) Medical Waste (disposal)
- Emerald Energy (landfill diversion program)
- Universal & Electronic Waste (collection and disposal)
- Emergency response to hazardous material/waste incidents
- Decontamination and decommissioning of laboratories
- Biosafety
- Chemical Hygiene
- Hazard assessments
- Hazard communication
- Chemical Inventory management (inventory, reporting, chemical sharing)
- Chemical moves
- Radiation Safety
- Radiation and contamination surveys
- Radioactive package processing and inventorying
- Hazard Materials Business Plan -CERS
- Fume hood certifications
- Compressed gas moves and equipment management
- Controlled Substances
- Laboratory inspections
- Laboratory coat implementation & maintenance

Training
• Learning Management System management (online safety training development and procurement, customer learning tracks, and reporting)
• Environmental Health & Safety training (instructor led)
• Occupational Safety training (instructor led)
  o Ex. Back Safety, Ladder Safety, Defensive Driving, Powered Cart, Heat Illness Prevention, Bloodborne Pathogen
• Customized training presentations
• Web based training customizations & authoring
• New Employee & Faculty Safety Orientation

Investigations and Regulatory Inspections
• Incident response & investigations (injuries, accidents, property, safety concerns, and vector control)
• Indoor Air Quality (IAQ) investigations
• Regulatory liaison
• Ex. Cal/OSHA, USDA, DEA, CUPA, AWM, Encina Wastewater Authority, Vallecitos Water District, State Radiological Branch, APCD, ARB, SFM, State Water Resources Control Board
• Regulatory permit/license management

Environmental Management
• Sustainability Master Plan
• Sewer System Management Plan
• Storm Water Management Plan
• Spill Prevention Control, & Countermeasures Plan
• Environmental sampling (water, chemicals)

Risk Management
• Workers compensation program consultation
• Administration of applicable insurance programs & budget (general liability, property, etc.)
• Risk assessments of programs, procedures, and events

Temecula Specific
• Hazardous Materials/Waste program management
  o Biohazard & Medical Waste disposal
  o Universal & Electronic Waste management
  o Chemical hazardous waste management
• Laboratory Safety
  o Decontamination and decommissioning of laboratories
  o Biosafety program management
  o Chemical Hygiene
  o Hazard Communication
  o Lab safety inspections
  o Fume hood certification
• Safe Driving Program (defensive driving training, DMV employee pull notice, accident reporting)
• Regulatory inspection liaison
• Accident/incident investigation
• Learning Management System safety training management
• Injury & Illness Prevention Program (IIPP) implementation
• Fire and life safety program management
• Risk assessments for Kinesiology & Nursing
• Permit/license management
• AED program coordination
• Training (in person) ex. CPR/AED, fire extinguisher, lab safety
• Risk Management (WC, risk assessment, insurance)
- Ergonomic evaluations and guidance

**Office of the VPFAS**
- Audit liaison and program support
- Administration of campus policies and procedures
- Clery Annual Safety Report
- Clery – Campus Safety Authority Training, Reporting
- Customer satisfaction survey administration and analysis
- Guidance and oversight by campus CFO on all financial matters

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**Business and Financial Services**

**Distribution Services**
- Distribution services - Mail, Shipping, Receiving
- Records retention and disposition
- Property tracking and disposition
- Training and assistance with inquiries
- Chargebacks: US Mail, FedEx, UPS, shredding

**Financial Systems Operations**
- Feed daily data file to CFS from Higher Reach System
- Maintain CFS security access
- Maintain Delegation of Fiscal Authority
- Chartfield and table maintenance
- Query writing
- Various systems processing
- Training and assistance with inquiries
- System Upgrade implementation and testing
- General campus systems support

**Accounts Payable and Travel**
- Training and assistance with inquiries
- Travel reimbursement
- Process invoices, issue checks
- Prepare and issue 1099's
- Ensure regulatory compliance
- Respond to audit requests
- Financial aid disbursement (specifically cutting checks for disbursements)
- AP and AR check handling and compliance

**Budget Office**
- PAN processing / split funding / input / maintenance
- Fee reporting / submission to CO
- Trust Agreements
- FIRMS reporting and submission to the CO
- Budget Training
- Annual budget process, review and upload
- Mid-year budget report process and review
- Budget transfers.
- Posting of additional revenues throughout the year
- Prepare financial pro-formas and provide budget support for P3 and capital projects
- Prepare budget uploads
Student Financial Services
- Process student refunds
- Establish and maintain e-Markets in CashNet
- 1098t processing
- System access maintenance
- Semester term setup and testing
- System Upgrade implementation and testing
- Query writing
- System table maintenance
- Various systems processing
- General campus systems support
- Pay warrant distribution
- Student accounts receivable
- Sell parking passes
- Satellite audits
- Cashiering services
- Cash transit armored courier
- Prepare deposits
- Order cash
- Petty cash processing
- Ensure regulatory compliance
- Respond to audit requests
- Student account analysis/troubleshooting
- Waiver setup/maintenance
- Third party invoicing and payments
- Student account write-offs

Fiscal Services
- Expenditure transfers & adjustments
- Bank Reconciliation – research & resolve system transaction issues
- Chargebacks
- Trust Agreements
- Unrelated Business Income Tax (UBIT)
- Training and assistance with inquiries
- FIRMS reporting and submission to the CO
- Fixed assets accounting
- General accounting
- General ledger, chart of account maintenance
- Monthly and annual financial statements
- Management of banking services
- Ensure regulatory compliance
- Respond to audit requests
- Customer Billing, Credit Memos and adjustments, Accounts Receivable reconciliation and payment processing
- Provide finance support on P3 and capital projects

Procurement/Contracts
- Prepare and review contracts, agreements, MOUs, RFPs, leases
- Prepare and administer RFPs
- Purchase all supplies and services
- Prepare and execute nursing placement agreements
- Prepare & execute independent contractor agreements
- Manage Pcard program
- Ensure regulatory compliance
• Respond to audit requests

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**Facilities Development and Maintenance**

**Facility Services**
- Informal maintenance/repair advice/consulting

**Planning, Design & Construction**
- Provide informal information, quotes, advice for moves, renovations, major/minor cap projects
- Coordinates space on campus

**Energy Management & Utility Services**
- Meter Readings
- Comfort Control
- Recycling Education/Training
- Recycling Programs
- Picking up and delivering containers
- Utilization of Aptean Software (campus-wide)
- Central Plant Operations (TES)
- Waste Management

**FDM Admin**
- Training – Safety
- Prepare & administer RFP’s for equipment maintenance
- Prepare & execute ICA's
- Work Control/Customer Service
- Invoice, PO, quotes, building walks, contract management, vendor management, etc. related to billable contractor expenses

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**Human Resources and Payroll Services**
- HR Management Guidance on all aspects of HR, including strategic planning and execution of HR programs; ensuring compliance with union contracts, CSU and CSUSM policies, federal and state laws, regulations, and HR best practices
- Classification
- Compensation
- Employment/Recruitment
- HR Administration
- Employee Relations
- Labor Relations
- EEO and Compliance
- Benefits
- Leaves and leaves of absence
- Human Resources Information Systems (HRIS)
- Training
- Data and Report Development and generation
- Hourly and Student Pay Processing
- Faculty Pay Processing
- Staff Pay Processing
- Garnishment Processing
- Verification of Employment
- Unemployment Claims processing
- Leave Accrual Maintenance and Attendance Tracking
• Discrimination, Harassment, and Retaliation complaints
• Whistleblower complaints
• Child Abuse and Neglect Reporting Act (CANRA)
• Equal Pay Act and California Fair Pay Act

University Police Department

• Officers on duty 24/7
• Certified dispatcher on duty 24/7
• Alarm monitoring & response 24/7
• Traffic enforcement and control 24/7
• Periodic security checks 24/7
• Response to all police incidents / disturbances / suspicious persons 24/7
• Crime prevention programs
• Emergency preparedness training
• Emergency operations center
• Community emergency response team (CERT) program training
• Active shooter preparedness training
• Emergency notification system
• Investigation of all reported crimes
• Investigation of all motor vehicle accidents
• Monitoring of security cameras
• Violence prevention and threat assessment program
• Liaison with FBI Joint Terrorism Task Force
• Liaison with San Diego County Sheriff Intelligence Unit
• Door unlocks
• CSO program
• Lost & Found program
• Nighttime escorts
• First aid in medical emergencies
• Canine explosive detection

Student Affairs

• Enrollment Management Services
• Financial Aid
• Other Student Services

Academic Affairs

• Library
• IITS
• Provost Office
• Faculty Senate
• Academic Programs - WASC and accreditation support

Community Engagement

• Internship Office support

University Advancement

• Scholarship Support
EXHIBIT 4 – Example of Planned Extended Learning Reserves by Category

<table>
<thead>
<tr>
<th>Reserve contribution balance categories</th>
<th>Reserve Balance Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Improvement/construction</td>
<td>$500,000</td>
</tr>
<tr>
<td>Encumbrance</td>
<td>$250,000</td>
</tr>
<tr>
<td>Equipment Acquisition</td>
<td>$500,000</td>
</tr>
<tr>
<td>Facilities Maint and Repair</td>
<td>$500,000</td>
</tr>
<tr>
<td>Future Debt Service or Building</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Outstanding Commitments</td>
<td>$250,000</td>
</tr>
<tr>
<td>Program Development</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>Economic Uncertainty</td>
<td>$4,500,000</td>
</tr>
<tr>
<td>EE Campus Partners</td>
<td>$250,000</td>
</tr>
<tr>
<td>Catastrophic Events and lawsuits</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Financial Aid - scholarships</td>
<td>$250,000</td>
</tr>
<tr>
<td><strong>Total Reserve Balance Plan</strong></td>
<td><strong>$13,700,000</strong></td>
</tr>
</tbody>
</table>

EXHIBIT 5 – Extended Learning administrative and operational support provided for delivery of EL programs

The following services and support are provided by Extended Learning in support of the wide range of Extended Learning programs offered. The relating costs associated with this support is allocated to the programs and included in Indirect Costs as described in Section 3 of this MOU.

- **Programming**
  - Build and maintain classes and schedules in PeopleSoft
  - Interpret policies and procedures to assess how it applies to EL operation and effect the program
  - Assist faculty with self-support program development including structure, curriculum forms, etc.
  - Program implementation planning and management
  - Develop program budget
    - Continuously track expenses
    - Facilitate faculty or vendor payments
  - Plan and coordinate program related hospitality events
    - Logistics, room/venue booking, arranging with facilities, food/drink catering, negotiate and contract with outside vendors, etc.
  - Support for faculty
    - Monitoring and facilitating travel expenses and documentation
    - Procuring program related equipment and supplies
- Track faculty start-up funds/grant funds related to programs
- Temecula – troubleshoot issues for faculty (i.e. field utilization, order equipment, maintain inventory, IITS issues, print and proctor exams on their behalf)
  - Communicate with cohort students on program sequence
  - Summer, Winter & Special Sessions

- Marketing
  - Develop and document comprehensive marketing plan (M-form) working with EL stakeholders, faculty/department and external stakeholders
    - Update and maintain marketing plan
  - Document, track and reconcile program marketing expenditure
  - Digital:
    - Setting up Google AdWords, Social Media campaigns (Facebook, Instagram, LinkedIn, etc), Retargeting ads
    - Acquiring/purchasing interest lists, constructing and delivering email blasts, building and managing pathways for email drip campaigns
    - Creating article and press releases and maintaining branding standards
    - Multimedia and graphic design creating collateral for flyers, postcards, emails, web, ‘swag,’ etc.
    - Developing and maintaining program specific microsites
  - Temecula – Manage social media platforms and create internal marketing campaigns for other office visits
  - Coordinating and managing Traditional Advertising:
    - Collateral Distribution, flyer and postcard mailings, and public space advertising
    - Newspaper, magazine, billboards and radio advertising
    - Community partnership advertising

- Outreach & Recruitment
  - Inquiry Response:
    - Answering and addressing inquiries regarding programs, courses, admissions and applications over phone during business hours
  - Inquiry form (online):
    - Responding to, answering and addressing inquiries via callbacks during business hours
  - Build and maintain email drip campaigns (content of drop campaigns provided by Marketing)
  - Recruitment efforts
    - On-campus and classroom visits
    - Off-site/External:
      - Conferences
      - Ed Fairs
      - Job Fairs

- Student Services
  - Build and maintain program applications
    - Continuous maintenance and frequent application troubleshooting
    - Coordinate efforts with the Chancellor’s Office and EMS to resolve application issues
      - Coordinate the creation of Program Plan stacks, verify Financial Aid and maintain tuition groups
  - Host and/or co-host information sessions
  - Closely work with SFS and FA on all student accounts
    - Apply waivers, scholarships, fee deferments, troubleshoot account issues
  - Maintain records, registration, enrollment and student data for all EL students
    - Build and maintain PeopleSoft queries and reports for student tracking
  - Evaluate applications and transcripts
    - Communicate with students on application needs and missing documentation
Advise and usher students through application process (application walk-through)
  - Follow up with incomplete applications
  - Communicate policies and procedures to students as well as staff/faculty
  - Add/Drop or Shift students among courses or sections when necessary, as well as batch enroll cohort students
  - Monitor student academic progress
    - Provide students with advice and resources
  - Follow up with students who are progressing to keep them engaged
  - Coordinate payment and add/drop reminders

For Temecula
  - Coordinate Financial Aid, Career Center, ASI, Veteran’s Campus Visits.
  - Admit students into the programs and detail enter their transcripts into PS (Both SM&TEM)
  - Academically Advise students to ensure degree requirement completion
  - Student conduct and referrals to the Dean of Student’s Office. As well as support student to determine solutions and resources
  - Support student organizations
  - Planning and conducting student orientation
  - Receive and distribute textbooks from the campus book store and ensure vending machines are stocked (bookstore vending machine)
  - Distribute nursing tote bags for the School of Nursing
  - Personal Academic Success Services – finding resources and solutions for Temecula students (i.e. homelessness, food insecurity and academic tutoring)
  - Hire academic tutors
  - Collaborate with IITS for resource, troubleshooting and stand in when they are not available.
  - Connecting students to internships within the local community and signing up community agencies for internship opportunities.
  - Plan co-curricular activities on Temecula campus (i.e. panel of professionals, week of welcome, etc.)
  - Accommodate students with DSS (i.e. proctor exams)
  - Take photos of students for identification cards and distribute student identification cards
  - Manage course reserve items (service provided by library on campus)

Financial & Contract
  - Track and manage all fiscal transactions
  - Draft, distribute and track faculty contracts, including compensation and workload restrictions
  - Process all HR documentation and work with HR and Faculty Affairs on contracts and HR policies

EXHIBIT 6 – Other EL Sessions Budgets

Summer Session Individual Courses: (this does not apply to self-support degree programs). Summer Session held at CSUSM is conducted via self-support through EL. EL coordinates summer courses and administers the finances associated with summer tuition fees. Student Fee’s will continue to be assessed at the $75 per summer term). There is no surplus share to the colleges or university as any surplus funds cover the EL Building Debt Service.

$333 per unit for summer session individual courses
  Effective Summer 2019
$350 per unit for summer session individual courses
  Effective Summer 2020
$375 per unit for summer session individual courses
  Effective Summer 2021
Winter/Intersession Individual Courses: (this does not apply to self-support degree programs). Summer Session held at CSUSM is conducted via self-support through EL. EL coordinates summer courses and administers the finances associated with summer tuition fees. There is no surplus share to the colleges or university as any surplus funds cover the EL Building Debt Service.

- $333 per unit for Winter/Intersession individual courses
  Effective Winter/Intersession 2020
- $350 per unit for Winter/Intersession individual courses
  Effective Winter/Intersession 2021
- $375 per unit for Winter/Intersession individual courses
  Effective Winter/Intersession 2022

Open University and Special Session Courses (undergrad and grad): the Open University Fee Structure for state-side courses for Fall and Spring Terms are set at the below rates for the next 3 academic years. Surplus for Open University will be shared with the college with 20% surplus being transferred to the college offering the course and the remaining 80% surplus funds cover the EL Building Debt Service. By September 15th, annually, EL will transfer previous fiscal year surplus to Colleges/Departments. These returns must be utilized in compliance with CERF reserve guidelines. A yearend report must be submitted by the College to justify ongoing reserve balance.

- $333 per unit for Open University and Special Session Courses
  Effective Fall 2019 and Spring 2020
- $350 per unit for Open University and Special Session Courses
  Effective Fall 2020 and Spring 2021
- $375 per unit for Open University and Special Session Courses
  Effective Fall 2021 and Spring 2022

Early Start rates are established by Chancellors Office policy and/or campus summer Surplus for Early Start will be shared with the Office of Undergraduate Studies (OUGS) with 20% surplus being transferred to the OUGS and the remaining 80% surplus funds cover the EL Building Debt Service. By September 15th, annually, EL will transfer previous fiscal year surplus to OUGS. These returns must be utilized in compliance with CERF reserve guidelines. A yearend report must be submitted by the OUGS to justify ongoing reserve balance.

ALCI program rates vary dependent upon market demand and financial cost analysis conducted by EL staff/administration and are approved by EL Dean annually and submitted in annual report to SSIBAC. Open University and Special Session students taking courses outbound internationally (examples: Study Abroad and Transcript of Record for Credit Agreements or Contracts) the per unit rate is capped at $199 per unit.

Non-credit/Workforce Programs rates vary dependent upon market demand and financial cost analysis conducted by EL staff/administration and are approved by EL Dean annually and submitted in annual report to SSIBAC.