INTRODUCTION
President's Message

As part of my commitment to provide the campus community with transparent information about the University budget, I present the Annual Report for Budget, Expenditures and Financial Information.

This year, Sacramento State has a healthier and more stable budget outlook stemming from the final state budget enacted over the summer. This report also has updated figures and details for the 2012-13 fiscal year reflecting the 2012 passage of Proposition 30. Last year’s publication was produced before the full impact of the initiative was known, so they are included here.

In future years, we are projected to experience gradual but steady budget growth. I hope that nothing adversely alters that trend, as we continue to face challenges associated with rapid changes in public higher education in California.

Budgeting at Sacramento State involves a lot of work by many individuals. I especially want to thank the members of the University Budget Advisory Committee and our budget staff in Administration and Business Affairs. Their expertise and dedication are essential to our ongoing success as a University.

As always, I pledge to continue to keep you informed as we work to offer the best possible educational value to our students. Future campus budget developments will be posted on Sacramento State’s Budget Central website at www.csus.edu/pa/budget/.

Sincerely,

Alexander Gonzalez
President
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MEMORANDUM

TO: Interim Provost Charles Gossett
   Vice President Ming Tung “Mike” Lee
   Vice President Phil Garcia
   Vice President Christine Lovely
   Vice President Larry Gilbert
   Vice President Lori Varlotta
   Vice President Vince Sales
   Chief of Staff Carol Ensley
   Athletics Director Terry Wanless

FROM: Alexander Gonzalez
      President

SUBJECT: Campus Operating Fund Budget Call for Fiscal Year 2013/14

This memo requests completion of the 2013/14 Campus Operating Fund budget scenarios from each division at Sacramento State. I have included the University Budget Advisory Committee’s (UBAC) assumptions in the division budget scenarios. Please use the attached instructions and forms to develop budget scenarios for your division and submit your scenarios to the University Budget Office by Tuesday, April 2, 2013. For assistance in completing the budget scenario requests, please contact Associate Vice President for Budget Planning and Administration Stacy Hayano.

Governor's Proposed Budget
The Governor's proposed 2013/14 budget provides for a balanced multiyear plan. It also maintains a $1 billion reserve for the state and pays down budgetary debt from previous years. This budget is achieved by enacting spending reductions and by adding temporary revenue via the passage of Proposition 30 on last year's November ballot.

The Effect of the Governor's Proposed Budget on the CSU
With the passage of Proposition 30, the governor’s budget proposes additional funding for the California State University (CSU). This funding includes an ongoing increase of $125.1 million in General Funds to meet the CSU’s “most pressing needs.” Of this $125.1 million, $10 million is earmarked for increasing course availability to matriculated students through technology utilization. Additionally in 2012/13, the CSU did not increase tuition fees for students so an increase of $125
million in General Funds is included as required by the 2012 Budget Act. The budget also assumes that debt service appropriations will be folded into the CSU’s budget and that limits are to be placed on budget amounts that can be used toward capital expenditures. Other constraints include the level of retirement contributions that the state will fund. If the CSU chooses to add employees or increase wages beyond the 2012/13 payroll levels, then the CSU will be responsible for the additional retirement contribution costs.

**Campus Outlook**

The upcoming 2013/14 fiscal year is unlike previous years, when the focus was solely on reductions. For planning purposes, some preliminary campus budget assumptions are included for 2013/14. The following assumptions are based on an enrollment target of 21,625 FTES and a system-wide increase of $125 million (campus share is calculated on a pro-rata basis). It also assumes enrollment growth funding may occur, up to 1.2%.

As a result, two scenarios are to be completed. The first one is a flat budget (same budget as in 2012/13), and the second one is a 1.2% augmentation. This range will allow UBAC to look at differential augmentations to divisions when providing the budget recommendation.

It is still unclear exactly how the $125.1 million increase in General Funds will be distributed by the CSU. We know that $10 million will go toward additional courses through technology. As with all initial forecasts, there are many unknowns, and budgets can change. This is especially true when the distribution of the budget still needs to be determined by the state and the CSU. With all this uncertainty, a conservative yet cautiously optimistic approach is in order.

**Budget Call**

The scenarios for 2013/14 focus on either a flat budget or a 1.2% augmentation. Due to the uncertainty of the final state budget, the provost and vice presidents should remain cautious when preparing their budgets. It is important to remember that it has been made clear that the CSU should not return to the way things were. We must continue to focus on efficiency and identify ways to do things differently when adopting the University’s budget initiatives into planning. Divisions should work together to achieve strategic budget solutions.

To position the campus for long-term strategic development, none of the General Operating Fund budget lines, including the All University Expense lines, is exempt from review or change. It is also vital that we identify and separate our intermittent or one-time expenditure needs from annual baseline costs so we can make strategic use of our combined resources.

**Budget Planning Assumptions and Scenarios**

After reviewing the University Budget Advisory Committee recommendation, the 2013/14 Annual Budget Call requests division heads to address 1) a flat budget and 2) a 1.2% augmentation. Also, please develop a three-year plan for the use of divisional carry forward funds to deal with the impact of a flat budget to the colleges and program centers.

The planning assumption details are as follows:

- For the flat budget, it assumes that the baseline allocations will remain the same as the 2012/13 levels. If divisions have not implemented all permanent reductions in 2012/13, then use this scenario to address those remaining cuts.
• For the 1.2% augmentation, it assumes that funding for enrollment growth may occur. This percentage will provide a small range of options to UBAC when making its budget recommendation.
• No additional tuition fee increases to students are assumed.
• The state funded resident student enrollment target is 21,625 FTES, and our campus is expected to reach our enrollment target. Non-resident student enrollment is not restricted to a specific level by the CSU because non-resident student fees cover the CSU marginal cost. Divisions must plan to serve the enrolled resident and non-resident student populations.
• Mandatory costs will increase for campus obligations such as health benefits, dental, and energy.
• The campus is obligated to provide funding for unfunded mandates such as compensation and All University Expenses.

Campus initiatives and division goals adopted for 2013/14 are to be the primary guiding force for planning and allocating resources and for identifying baseline budget changes. Division goals are to include University activities that need to serve the student population, meet other campus operational requirements, and move toward achieving the University’s strategic goals. While envisioning opportunities to support University strategic priorities, within the parameters of division goals, plans should articulate assumptions, priorities and budget strategies to “redefine the possible” and to “do the unexpected.”

Divisions must develop a balanced budget and operate within the resources below:
- 2013/14 Operating Fund Budget Scenarios
- 2013/14 All University Expenditure Line Items
- 2012/13 Unspent Carry Forward Funds
- Special funding sources such as Lottery, Miscellaneous Course Fees, charges for services and other similar sources of funding

Divisions are to address operational needs and strategic goals, while closing any funding gaps by implementing baseline reductions or using carry forward funds. This is especially important if the 2012/13 reductions were not fully implemented and remaining reductions are to take effect in 2013/14. With the associated savings, list the corresponding implications such as impact on services, loss of positions, and loss of revenue due to reductions (list sources and consequences of reductions).

The budget call request requires entering data into the EXCEL and Word forms. The call instructions and forms are attached. Associate Vice President for Budget Planning and Administration Stacy Hayano and her staff are prepared to assist you with questions you may have about completing the budget call.

As we receive further clarification on the state, CSU and the campus budget picture, we will provide updates and incorporate any changes into the budget planning process. Divisions are to inform their departments of these latest developments and budget updates as they are provided. I look forward to working with you and the University Budget Advisory Committee to address campus budget issues.

Attachments

c. University Budget Advisory Committee
   Budget Planning & Administration
Instructions for keying data into the “Scenario” EXCEL spreadsheet for your division:

“Summary” Tab – Start at this page and complete the sections in “green”:

- Sources (Budget) section – complete your “2012-13 Projected Budget Info” with the appropriate budget data which will provide you with an estimated Carry Forward amount for 2012-13 fiscal year. Do not include budget amounts for All University Expenses. Review your Scenario 1 and 2 adjustments totals so you will know your targeted amounts for Expense Details by Program Ctr page(s).

- Uses (Expenditures) section – Do NOT complete this section, it will automatically populate as you enter information into the “detail” page.

- Budget Balance Available section – Enter data into the “green” Year-End Encumbrance cell ONLY. The other sections will automatically populate as data is entered on the “detail” page.

Expense Details by Program Ctr Tab(s) – complete the “green” sections only

- Enter your “Projected Expenditures 2012-13 Current Year” totals for both FTE (salary categories) and $ amounts by category. Include all fiscal year operating fund expenditures except benefits (unless the cost is funded by the unit(s) and not the benefit pool). Exclude costs for All University Expenses.

- Under the Scenario 1 and Scenario 2 Adjustments columns, enter the changes for both $ and FTE amounts. The sum of your changes by department and category must equal the total amount for each scenario. Given our current assumptions, divisions must submit scenarios that achieve a flat budget (Scenario 1) and a 1.2% increase (Scenario 2) for 2013-14. The scenario amounts are listed under the “Summary” tab.

Instructions for entering data into the “AUE” or All University Expenses spreadsheet

- Enter the CY (Current Year) Projected Expenses for 2012-13.
- Enter NY (New Year) Budget Requested amount for the 2013-14 fiscal year.
- The AUE Description column has been pre-populated. The description in this cell will be published in the Annual Report; please update any changes to the AUE description as necessary. If the cell is updated, please indicate if the AUE Description has been revised by selecting “Y” in the Description Updated column; it will default to “N”.
- For any new AUE requests, you will need to populate the cell in the “Description” column with the new AUE’s purpose.
- If requesting an increase to an AUE, please provide an explanation for the increase in the comments column.
- Comments for any of the AUEs can be entered into the “Comments” column. These comments will not be published in the Annual Report but will be viewable by UBAC.

Instructions for entering data onto EXCEL and Word forms:

- “2012-13 Baseline Reductions Implemented” - List your program center and departmental baseline reductions amounts by expenditure category and position FTE.
- “Division Carry Forward Expenditure Plan” – Project your 2012-13 carry forward balance by completing the table at the top of the page. Next, explain the status of your carry forward funds as well as your plan for utilizing the funds by answering the questions listed on the form. The Chancellor’s Office will be scrutinizing the campus carry forward fund balances. Accurate documentation of planned expenditures for carry
forward funds by divisions will yield a plan that can be communicated to the Chancellor’s Office for optimal usage of campus resources.

- Review Campus Carry Forward policy at:
  - [http://www.csus.edu/umanual/admin/UniversityReservesandAllocation ofCarry-ForwardFunds.htm](http://www.csus.edu/umanual/admin/UniversityReservesandAllocation ofCarry-ForwardFunds.htm)
- Review CSU Carry Forward Funds Policy
  - [http://www.calstate.edu/BF/rmp/oct07_RMP_Training/Tab9b_Carryforward_%20Fund_Policy.PDF](http://www.calstate.edu/BF/rmp/oct07_RMP_Training/Tab9b_Carryforward_%20Fund_Policy.PDF)

- “One-Time Expenditure Needs by Funding Source and Fiscal Year” – List separately any intermittent or one-time expenditure needs of $50,000 or more (i.e., large ticket items) anticipated in the next three years, and identify possible funding sources for these items. Prioritize and categorize your requests. If listing a collaborative request, provide the division(s) involved and attach supporting documentation.

- “Impacts to Divisions” – To gain additional feedback on divisional effects for the 2013-14 fiscal year. Complete the form by listing the information requested to achieve targeted scenario amounts, prioritize your changes, and list the impacts to the divisions as noted on the spreadsheet for the flat budget and 1.2% increase scenarios.

- “Follow-up on 2011-12 One-Time Allocations” – For divisions that received one-time allocations in 2011-12: information regarding how funds were spent will be required to ensure proper usage of the funds. See actual form for detailed instructions. Beginning with 2012-13, one-time allocations will be assigned a unique Class code and all transactions will require the use of that Class. This will help to better track activity and ensure the proper usage of one-time allocations.
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**Effective Percentage Reduction:**

- **0.00%**
- **1.20%**

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*2012-13 initial budget information pre-filled by BPA per allocation memos to divisions.
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If you have any new departments, you may add their data below. E-mail the spreadsheet to the Budget Office and we will insert the departments into the main spreadsheet. The Budget Office will then e-mail the spreadsheet back to you, so you may continue projections with accurate totals.

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<td>Faculty Salaries</td>
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<td>Staff Salaries</td>
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</table>
## 2013/14 Annual Budget Call - Budget Planning Scenarios

### Baseline Budget Categories

<table>
<thead>
<tr>
<th>Category</th>
<th>2012-13 Initial Baseline</th>
<th>Scenario #1</th>
<th>Scenario #2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Percentage</td>
<td>Amount</td>
</tr>
<tr>
<td><strong>Academic Affairs</strong></td>
<td>$77,117,065</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Administration &amp; Business Affairs</strong></td>
<td>$12,242,125</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Student Affairs</strong></td>
<td>$8,120,693</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Information Resources &amp; Technology</strong></td>
<td>$5,971,913</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>University Advancement</strong></td>
<td>$2,524,079</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Athletics</strong></td>
<td>$2,334,910</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>$1,604,643</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>President's Office</strong></td>
<td>$939,762</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Public Affairs &amp; Advocacy</strong></td>
<td>$1,145,782</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$112,000,972</td>
<td>-</td>
<td>1,344,012</td>
</tr>
</tbody>
</table>

* Center for CA Studies' reductions are made separately from the university's (per Budget Act) so they are not factored into the reduction calculation percentages.
2013/14 Annual Budget Call - Scenario #1:
(Some divisions have not made all baseline reductions in 2012/13, so list any further reductions you still need to make and the impacts)

| Division: | % Change: 0.00% | Change Amt: (see Divisional Changes tab) |

| # of Positions Reduced | Indicate either Vacant (V) or Filled (F) | Reduction Amount Saved through Position Reduction | Priority order of reductions (do not duplicate numbers) | Indicate Impacts to Division in Priority Order (e.g. impact to services, loss of revenue due to reductions, list sources and consequences of reductions, expenditure savings realized from enrollment reductions, impact to program centers, etc.) | Rank your reductions in order of priority (which reductions you will take first, second, etc.) |
### 2013/14 Annual Budget Call - Scenario 2:

<table>
<thead>
<tr>
<th>Division:</th>
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</thead>
<tbody>
<tr>
<td>% Change:</td>
<td>1.20%</td>
</tr>
<tr>
<td>Change Amt:</td>
<td>(see Divisional Changes tab)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># of additional positions or identify needs (supplies, equipment, etc.)</th>
<th>For positions, indicate if they are Temporary (T) or Vacant (V)</th>
<th>Cost to division</th>
<th>Priority order of positions or needs (do not duplicate numbers)</th>
<th>Indicate Impacts to Division in Priority Order (e.g. how is your current operation running without positions, reasons for additions, how it will improve current conditions, how will it affect the future of the campus, etc.)</th>
<th>Rank your additional positions or needs in order of priority (which one would you add first, second, etc.)</th>
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<tr>
<td>AUE Description</td>
<td>Description Updated (Y/N)</td>
<td>Comments*</td>
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<td>Add Division Name</td>
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<td>Add AUE Name</td>
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<tr>
<td>Total All University Expenses</td>
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</table>

* If requesting an increase, please provide an explanation.

AUE Class must be used on all AUE transactions; including budgets and actuals.
<table>
<thead>
<tr>
<th>Prioritize your requests</th>
<th>Categorize your request (safety/risk, student related, infrastructure, maintenance, university-wide, technology, etc.)</th>
<th>Is this a collaborative request? If so, indicate divisions involved.</th>
<th>Identify Funding Source if request not funded centrally (e.g. Operating Fund, Lottery, Trust, etc.)</th>
<th>Expenditure Description (Typically $50,000 or more)</th>
<th>Classify Expenses as One-time (1-time) or Intermittent (Int)</th>
<th>Identify $ Amount in Fiscal Year</th>
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Please note the following new policies will be implemented starting with fiscal year 2012-13.

1) One-time allocations will be distributed with a unique "class" chartfield in CFS, which enables identification in Cognos reports.
2) Related expenses must be incurred utilizing the "class" chartfield; requests to transfer budget out of the class will be reviewed by the BPA Administrator.
3) If one-time allocations are not utilized by the end of the following fiscal year, the amounts will be returned to central reserves.

Expenditures without the one-time unique "class" will be charged to the division’s baseline funds; it’s imperative that the one-time unique "class" is used on all one-time expenditures.
### 2012-13 Baseline Reductions Implemented

**Division Name:** __________________________

<table>
<thead>
<tr>
<th>Program Center/College</th>
<th>Department</th>
<th>Expenditure Reduction Category (e.g. Position Classification)</th>
<th>Position FTE (Neg Amt)</th>
<th>Amount (Negative $)</th>
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**TOTAL BASELINE REDUCTIONS:** 0.00 $0.00
The university has a carry forward limit on General Operating Funds that has been instituted by the Chancellor’s Office. See policy on the link: http://www.csus.edu/umanual/admin/UniversityReservesandAllocationofCarry-ForwardFunds.htm

Identify how your division’s 2012/13 projected carry forward funds will be expended in the 2013/14 fiscal year. List both the short-term and long-term expenditure plans and describe the relationship between divisional deficits and carry forward funds with regard to strategies on how to manage reductions for the future while striving to achieve division/strategic objectives. In addition to the above please address the following questions in your narrative:

1. Explain how your division got to the carry forward balance that it’s currently holding?
2. In reviewing your historical carry forward balances, please explain why it has changed over the years (e.g. grow over time)?
3. What is your ideal carry forward amount (% of baseline or $$ amount)?
4. What is your plan to spend down your carry forward funds (short term and long term (over 3 years) assuming the current budget status?)
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<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td><strong>ALLOCATION</strong></td>
<td>A distribution of funds or an expenditure limit established for an organizational unit or function.</td>
</tr>
<tr>
<td><strong>ALL UNIVERSITY EXPENSES (AUE)</strong></td>
<td>Budget that is allocated to a division to cover expenditures that are restricted to a specific type of expense and cannot be used for any other purpose. Costs are on-going in nature and have university wide implications that are beyond the normal scope of operations for any one division, program center, or department. Due to the nature of the expense, the division has very little control over the expenditures (e.g. utility or insurance premium costs). Permanent salaried positions should not be included in this category because these costs are controllable by the division.</td>
</tr>
<tr>
<td><strong>APPROPRIATION</strong></td>
<td>An authorization to make expenditures or incur liabilities from a specific fund source. The University receives a General Fund appropriation annually from the State of California. Appropriations made by other legislation are generally available for three years, unless otherwise specified, and appropriations stating “without regard to fiscal year” (continuous appropriations) shall be available from year to year until expended. Legislation or the California Constitution can provide continuous appropriations, and the voters can also make appropriations.</td>
</tr>
<tr>
<td><strong>BASELINE BUDGET</strong></td>
<td>At Sacramento State, a ‘Baseline Budget’ is the amount of University’s General Operating Fund budget that is the permanent funding base for a Division or a Line Item. Since we budget incrementally, baseline budgets can be adjusted at the beginning of the budget year for program or funding changes, and in the middle of the budget year for items such as salary increase actions. The baseline excludes any one-time funds made available to the organizational unit or line item (i.e., prior year carry forward or fiscal year funding such as an allocation from the University Reserve).</td>
</tr>
<tr>
<td><strong>BEGINNING BUDGET OR INITIAL BUDGET</strong></td>
<td>This is the baseline budget from the prior year plus any baseline changes that are part of the initial budget. Includes permanent changes and allocations only; does not include any one-time funds.</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td>A plan of operation expressed in terms of financial or other resource requirements for a specified period of time. At Sac State, we have annual operating budgets, and make incremental budget changes at the Division level. We also decentralize the budget management responsibilities.</td>
</tr>
<tr>
<td><strong>BUDGET ACT</strong></td>
<td>An annual statute (law) authorizing State departments to expend appropriated funds for the purposes stated in the Governor’s Budget and amended by the Legislature.</td>
</tr>
<tr>
<td><strong>BUDGET LINE ITEM</strong></td>
<td>Specific funding line in a budget that’s identified separately. Often used in conjunction with a category referred to as ‘All University Expenses’ or ‘Mandatory Expenses’ such as ‘Benefits Costs’, ‘Vehicle Insurance’ or ‘Utilities’. It could also refer to a Program Center (College of Arts and Letters, Library, or Enrollment Services, for example).</td>
</tr>
<tr>
<td><strong>BUDGET BALANCE AVAILABLE (BBA)</strong></td>
<td>Formulaic calculation which identifies the unused portion of the budget at the division, program center, or department level. The calculation takes the budget less expenditures less encumbrances to arrive at the balance available for a specific period of time.</td>
</tr>
<tr>
<td><strong>CARRY FORWARD FUNDS</strong></td>
<td>Non-recurring funds that are used in the current fiscal year. These funds are not permanent or ongoing.</td>
</tr>
<tr>
<td><strong>DECENTRALIZED BUDGETING</strong></td>
<td>Management of allocated resources are delegated along organizational lines from the president to the provost/vice presidents, to colleges/program center managers, to departments.</td>
</tr>
<tr>
<td><strong>DEFICIT</strong></td>
<td>An excess of expenditures over revenues during an accounting period.</td>
</tr>
<tr>
<td><strong>ENCUMBRANCE</strong></td>
<td>The commitment of part or all of an appropriation by a governmental unit for goods and services not yet received. These commitments are expressed by such documents as purchase orders, contracts, and future salaries, and cease to be encumbrances when they are paid or otherwise canceled.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
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</tr>
<tr>
<td>EXPENDITURE</td>
<td>Where accounts are kept on a cash basis, the term designates only actual cash disbursements. For individual departments, where accounts are kept on an accrual or a modified accrual basis, expenditures represent the amount of an appropriation used for goods and services ordered, whether paid or unpaid.</td>
</tr>
<tr>
<td>FEE WAIVER</td>
<td>Programs authorized by the CSU Trustees or the State of California to excuse identified students from paying all or part of registration fees due to the University. Examples of fee waiver include: employee fee waivers, 60+ fee waivers, veterans fee waivers, etc.</td>
</tr>
<tr>
<td>TUITION OR FEES</td>
<td>Student fees are governed by CSU Trustee Policy (Executive Order 1054). Trustees set the State Tuition Fees and the Non-Resident Tuition Fee, and delegate to the campus the authority to propose and establish other mandatory and non-mandatory student fees. Such fees include miscellaneous course fees, student body fees (ASI), and fees for student union, parking, instructionally related activities, recreation, continuing education, health services, transcripts and the like. Mandatory fees are collected at time of registration from all enrolled students who do not have a fee waiver. Non-mandatory (user) fees are collected from students who use the service provided. Revenues from the State University Fee, Non-Resident Tuition and some miscellaneous fees are included in the campus budget under “Sources of Funds”. The use of other student fees are designated at the time they are established (student body fee, university union, parking, housing, etc.).</td>
</tr>
<tr>
<td>FTES</td>
<td>Full-Time Equivalent Students. This is a calculation taking the total units enrolled per semester and dividing it by 15 units for undergraduate students or 12 units for graduate students. Prior to 2006/07, the FTES calculation for all students was based on 15 units. The 2006/07 change in the calculation is referred to as ‘rebenced’ FTES. Although the FTES calculation was rebenced at the start of 2006/07, no additional funds were allocated to the CSU or to the campuses for rebenced FTES generated prior to the 2006/07 enrollment growth.</td>
</tr>
<tr>
<td>FTES - Budgeted FTES</td>
<td>The number of FTES to be served by the campus for that academic and fiscal year. The campus is allocated additional State General Fund appropriation dollars for each additional Budgeted FTES. Effective with the 2006/07 academic and fiscal year, only resident FTES count toward meeting the Budgeted FTES target. This was imposed by the State Department of Finance so that General Fund appropriations were not allocated to cover the instructional cost for non-resident students. Non-resident students pay a per-unit non-resident tuition fee in addition to the other mandatory registration fees paid by resident students. Currently the non-resident tuition fee is $339/unit.</td>
</tr>
<tr>
<td>FUND</td>
<td>A legal entity that provides for the segregation of moneys or other resources in the State Treasury for obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and balance, as well as its income and expenditures.</td>
</tr>
<tr>
<td>GENERAL FUND (GF)</td>
<td>The predominant fund for financing state government programs, used to account for revenues which are not specifically designated to be accounted for in any other fund. The primary sources of revenue for the General Fund are the personal income tax, sales tax, and bank and corporation taxes. The major uses of the General Fund are education (K-12 and higher education), health and human service programs, youth and adult correctional programs, and tax relief.</td>
</tr>
<tr>
<td>GENERAL OPERATING FUND</td>
<td>Main departmental fund for the campus expenditures. This fund includes a combination of General Fund (state appropriations), systemwide mandatory student tuition and other fees, and other revenue that reimburses or supports General Operating Fund supported activities and expenditures. Expenditures include salaries, benefits, student grants, operational costs, equipment, maintenance and repair costs, enrollment funding and other campus related expenditures.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
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<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>INCREMENTAL BUDGETING</td>
<td>Assumes a ‘permanent base’ will remain the same from year to year unless funds are added to or taken away from the base as part of the campus budget process. Campus wide budget allocations are made to the Division level (i.e., to the provost, vice presidents, and All-University Expense lines (Designated Line Items, Mandatory Cost Line Items, etc.), which in turn allocate budgets to colleges/program centers, which in turn allocate budgets to departments.</td>
</tr>
<tr>
<td>SALARY SAVINGS</td>
<td>The difference between what the division, program center or department budgets for a position and what the incumbent is making. At Sac State, the division, program center or department establishes the budget for each position from its pool of allocated funds, and if an incumbent is hired at a different rate, the division, program center, or department manages the difference (either surplus or deficit). The annual CSU process to adjust the funding level of each existing position to that of the incumbent (known as the Schedule 8, 7A and 2) was discontinued in the early 1990's when the State stopped using the Orange Book budget formulas to allocate funds to the CSU.</td>
</tr>
<tr>
<td>SPECIAL FUNDS</td>
<td>Any fund created by statute that must be devoted to some special use in accordance with that statute. Special fund is also used to refer to “governmental cost funds” (other than General Fund), commonly defined as those funds used to account for revenues from taxes, licenses and fees where the use of such revenues is restricted by law for particular functions or activities of government. Sometimes the term is used to refer to all other funds besides the General Fund. For Sacramento State, examples of special funds include the Parking, Housing, Student Union, Student Health Center, Lottery, Continuing Education, etc.</td>
</tr>
<tr>
<td>STATE FISCAL YEAR</td>
<td>The period beginning July 1 and continuing through June 30.</td>
</tr>
<tr>
<td>STATUTE</td>
<td>A written law enacted by the Legislature and signed by the Governor (or a vetoed bill overridden by two-thirds vote of both houses), usually referred to by its chapter number and the year in which it is enacted. Statutes that modify a State Code are “codified” into the respective Code (e.g. Government Code, Health &amp; Safety Code)</td>
</tr>
<tr>
<td>STRUCTURAL DEFICIT</td>
<td>When ongoing commitments defined as baseline allocations are greater than renewable resources defined as State Appropriations plus budgeted student fees.</td>
</tr>
<tr>
<td>SUG</td>
<td>See &quot;Tuition Fee Discounts&quot;</td>
</tr>
<tr>
<td>TUITION FEE DISCOUNTS</td>
<td>Tuition Fee Discounts reflect CSU foregone revenue and General Fund grant appropriations. These discounts are the one-third set aside of the total projected revenue from increases in the State University Fee rates and are required to cover the tuition cost for the neediest of students. This term supplants what was formerly called State University Grants or SUG.</td>
</tr>
<tr>
<td>YEAR END BUDGET</td>
<td>General Operating Fund baseline budget plus any permanent (baseline) or one-time General Operating Fund changes that occurred throughout the year (increases and decreases). The Year-End Budget includes one-time carry forward funds from the prior year.</td>
</tr>
</tbody>
</table>
EXECUTIVE MANAGEMENT

The President: Responsible for the leadership of the University which includes the administration of the University and the establishment of a sense of what the University is about, its intellectual and human purposes, and the understanding of these within the University and in the greater community. The President is responsible to the Chancellor, the Board of Trustees, and to the University.

Chief of Staff: Works directly with the President in the overall leadership of the university and its administration. Also works with the Vice Presidents, the University Counsel, and other leaders within the University, as well as with university-wide and community organizations and units, including the auxiliary corporations.

Assistant to the President and Director of Presidential Communications: Works directly with the President and Chief of Staff on the President’s written and spoken communications and provides counsel on University communications that promote the President’s agenda and vision for the campus.

Provost and Vice President for Academic Affairs: Responsible for coordination, administrative oversight, liaison and implementation of University and system policies regarding academic matters such undergraduate and graduate instructional programs (including curriculum and program development and evaluation); faculty matters such as ARTP actions, the promotion and support of research, scholarly and creative activity and other faculty professional development activities; planning and management of academic support services such as educational equity, academic telecommunication and courses scheduling.

Vice President for Administration and Chief Financial Officer: As Chief Financial Officer for the University providing leadership to the Administration & Business Affairs (ABA) division, comprised of: Administrative Operations, Budget Planning and Administration, Business and Administrative Services, Facilities Services, Financial Services, Public Safety, Risk Management Services, and Auditing Services. Algrogether, ABA functions provide the full range of administrative, business, financial and operational support services in support of the University’s mission.

Vice President for University Advancement: Provides a broad range of programs, policies and initiatives designed to acquire private resources for the University’s priorities, programs of instruction, research, capital projects and service. Illustrative functions include the development of campuswide and academic unit fund-raising programs and interpreting the University’s purposes for constituent groups including alumni, public officials, and the media. Advancement oversees and manages all high profile university events and ceremonies.

Vice President for Human Resources: Supports the goals and objectives of the University through the development, implementation, and maintenance of human resource programs, policies, and processes which include the recruitment, development, and retention of diverse, competent, and talented academic, professional and support personnel. Services performed in Human Resources are mandated by University policy, trustee policy, memorandums of understanding, and state and federal statutes and regulations. Human Resources includes the following major functions: Equal Opportunity/Affirmative Action, Training, Payroll, Employee Relations, Faculty Personnel, and Staff Personnel.

Vice President for Student Affairs: Provides leadership in university-wide enrollment management and campus life by delivering services and programs in the following areas: Admissions & Outreach, Academic Advising & Career Center, Enrollment Operations, Financial Aid, Global Education, Housing and Residential Life, Multi-Cultural Center, Student-Athlete Resource Center, Student Health and Counseling Services, Student Organizations and Leadership, Registrar’s Office, University Union and the WELL, Veterans’ Success Center, and Women’s Resource Center/PRIDE Center. In addition, staff of this office implement the student judicial process and work closely with the Associated Students, Inc. of Sacramento State.

Vice President/CIO for Information Resources & Technology: Works with the President and Cabinet to align campus-wide use of all information technology resources with institutional strategic priorities. The Vice President directly manages the staff and resources of the six units of the Information Resources & Technology division (ARC, ACS, OSS, ITS, ISO, & ATI) and collaboratively coordinates all other aspects of campus information technology. The focus of IRT is a) supporting excellence in teaching and learning; b) improving the quality of the student experience; c) enhancing administrative productivity and quality; d) using technology to enhance personal productivity for all. The VP/CIO chairs the campus-wide IT Steering Committee.

Executive Director, University Enterprises, Inc.: Provides leadership for University Enterprises, Inc. overseeing operations of Bookstore Services, Business & Financial Services, Dining Services, Catering Operations, Grants & Contracts Administration, Human Resources, Information Technology, Marketing Services, Property Development and Management, and Project Development.

Vice President for Public Affairs and Advocacy: Responsible for oversight and management of the Office of Public Affairs, and the Office of Governmental and Civic Affairs. Public Affairs manages media relations, promotes University news and events and plans and executes multi-media communications efforts on behalf of the university to both internal and external audiences. Governmental and Civic Affairs facilitates and coordinates campus relations with local, county, state, and federal elected officials and governmental agencies. The office engages in advocacy at the local, state and federal levels in support of Sacramento State students, faculty and staff. In addition, the office develops, fosters and maintains civic partnerships and community relationships.

University Counsel: Is responsible for identifying potential legal problems that may exist in current and future campus policies and practices; assists administrators in developing policies and practices which comply with applicable law and lessen the potential for lawsuits against the University; and assists the CSU General Counsel by providing legal support for campus-connected, non-Unit 3, litigation.

Vice President for Economic and Regional Partnerships: Represents Sacramento State with the economic and business organizations that partner with the campus while promoting the University’s value as an engine of economic growth and provider of educated graduates for the state’s workforce.

Office of Analytics and Institutional Effectiveness: Provides and analyses timely and relevant data and information to assist University leadership with the decision-making and planning at the direction of the President. The office retrieves data from existing sources, gathers new data where appropriate, performs predictive analysis and provides data in accessible formats.

Athletics: Ensures that the University’s intercollegiate athletics teams and student-athletes are well-positioned to compete and succeed as an NCAA Division I school. Advances the mission of the University by connecting with the community, growing its visibility and enhancing the college experience.

Faculty Athletic Representative: Works to ensure the academic integrity of the Athletics program and the welfare of student-athletes as stated in NCAA bylaws, serves as an advisor to the President on matters related to intercollegiate athletics, and represents the University in athletics matters where appropriate.
UNIVERSITY ORGANIZATIONS

Administrative Council
The Administrative Council includes the senior administrators of the University, and occasional invited other participants. The group provides a means for consulting all administrative units within the University and the opportunity to explore and develop a sense of direction among the senior administrators about matters of importance. The Council advises the President.

Strategic Planning Council
The Strategic Planning Council (SPC) involves key constituencies associated within and outside the University. Its primary purpose is to review and to make recommendations to the President regarding planning and action priorities at the University level.

University Budget Advisory Committee
The University Budget Advisory Committee establishes assumptions and instructions for the Call for Budget Justifications and Proposals and provides recommendations to the President on final general fund budget allocation.

Faculty Senate
The Faculty Senate represents the faculty, and this representation is provided for within the policies of the Board of Trustees and Chancellor and policies and practices enacted by the President of the University. Matters of educational policy substance are addressed by the Senate as they are considered by the University. Actions of the Senate are in the form of recommendations to the President.

University Staff Assembly
The University Staff Assembly is a group which addresses the interests of the diverse staff of the University. Given collective bargaining, USA does not address those matters which are in its province. USA is a way for the staff to become involved in matters of general governance and advise the President about them.

Alumni Association
The Alumni Association is a corporation. It enables the University to maintain contact with the alumni and involve them with the campus. It is also a vehicle for alumni to use in maintaining relationships among themselves and with the University.

Affiliated Organizations
The Affiliated Organizations are community-based organizations whose purposes and activities facilitate the achievement of university goals in the areas of instruction, scholarship and public service. The basis for each organizational affiliation with the University is confirmed through a memorandum of understanding. The following bodies are CSUS Affiliated Organizations: California Elected Women’s Association for Education and Research and World Affairs Council of Sacramento.
AUXILIARY ORGANIZATIONS

The recognized auxiliary organizations, recognized by the Chancellor in accord with California law and Trustee policy, are all nonprofit corporations and each has its specific purposes. The purposes and activities of each are authorized by the President pursuant to Trustee policy.

Associated Students, Inc.
The Associated Students, Inc. is an organization to advance the welfare and programs of students and their organizations within the life of the University. The Associated Students, Inc. is also a formal vehicle to represent students as a constituency in the governance of the University.

University Enterprises, Inc.
University Enterprises, Inc. is responsible for commercial operations serving the students, (e.g. bookstore, food service) and compliance and fiscal operations of faculty and staff sponsored program activities. University Enterprises, Inc. supports entrepreneurial activities which furthers the campus strategic plan.

The University Foundation at Sacramento State
Formerly known as the University Trust Foundation, The University Foundation is the philanthropic arm of the University, a corporation designed to enhance support from sources beyond the state’s general and capital funds. The University Foundation has a capacity to bring both general and focused support to the University activities when appropriate. It acquires and manages private financial and other resources for the University.

University Union
The University Union is the corporation which operates the Union and its related activities.

Capital Public Radio, Inc.
Non-Commercial FM radio stations licensed to the University as a public service to the Capital Region.
UNIVERSITY ENTERPRISES, INC.

**Business Services Division:** Provides accounting, administrative, financial, investment, cashiering, risk management, and payroll services.

**CA Intern Network:** Provides paid internship opportunities to students at government agencies, non-profits and businesses.

**Contract & Research Administration:** Administers grants and contracts for sponsored and campus programs.

**Dining Services:** Provides a full range of dining options including meal plans, retail, vending and catering.

**Hornet Bookstore:** Provides textbooks, supplies, general books, computers, software, insignia apparel and manages the University Union convenience store.

**Human Resources:** Provides employment, compensation, benefits, training, and employee relations services.

**Information Technology:** Manages the technology needs of UEI, including hardware and software, enterprise content management, and disaster recovery.

**Marketing Services:** Provides marketing, public relations, advertising, and graphic design services.

**Property Services:** Provides property management, construction, and maintenance services.
Academic Affairs

**Provost**
Responsible for the coordination, administrative oversight, and implementation of University and system policies for academic matters regarding undergraduate and graduate instructional programs; University accreditation matters; enrollment planning and management.

**Academic Technology and Creative Services (ATCS)**
Utilizes an integrated service approach to provide technology-based consultation, technical assistance and creative expertise in support of the teaching/learning, research, service and outreach missions of the University. Support is provided on both an individualized and global (University) basis. ATCS technology-related services include: consultation, e-Learning support, materials development, event support, Hybrid/Online course development, and training. For a more in-depth description of ATCS’s services, visit [www.csus.edu/atcs/](http://www.csus.edu/atcs/).

The Center for Teaching and Learning (CTL) provides activities and services that help individual faculty members, departments, and programs identify and achieve their desired level of teaching excellence. For a more in-depth description of CTL’s programs, visit [www.ctl.csus.edu](http://www.ctl.csus.edu).

**Early Assessment Program, Guardian Scholars Program & The Reading Institute for Academic Preparation**
Oversees the Early Assessment Program (EAP) which provides opportunities for students to measure their readiness for college-level English and mathematics in their junior year of high school, and facilitates opportunities for them to improve their skills during their senior year in order to enter the CSU fully prepared to begin college-level study; the Guardian Scholars Program which provides a campus-based program that offers an integrated system of services to current and former foster youth to support their successful completion of a college degree; and the Reading Institute for Academic Preparation (RIAP) which is a comprehensive program designed to create a high school-wide, standards based literacy plan across the curriculum. For a more in-depth description of the EAP and Guardian Scholars programs, visit EAP at [www.csus.edu/eap](http://www.csus.edu/eap) and Guardian Scholars at [www.csus.edu/gs](http://www.csus.edu/gs).

**Graduate Division**
Responsible for university-level administration of graduate education. Provides leadership in the development of policies and services related to graduate education. Oversees graduate student services: advising, admission, retention, and degree evaluation of graduate students. Involved in the planning, development, articulation, review and evaluation of graduate degree and certificate programs. Responsible for the Graduate Diversity Program and Grants (Graduate Equity Fellowship, CSU Pre-Doctoral Program, and Forgivable Loan Program), McNair Scholars Post-Baccalaureate Achievement Program, and the Teaching Associate, Graduate Assistant and Instructional Student Assistant Programs.

**Office of Research Administration**
Responsible for the promotion and development of faculty, center, and institute initiatives involving research, scholarship, and creative activity, to include the planning, submission and implementation of research strategies and grant proposals. In partnership with the Office of Research Administration, our campus auxiliary, we administer the complete lifecycle of research grants and contracts, including funds management, audit and compliance matters. We also house the campus IRB and IACUC, oversee various research integrity matters, and coordinate the management of intellectual property and technology commercialization. Additional information may be found at [www.csus.edu/research](http://www.csus.edu/research).

**Deans – Colleges and University Library**
Arts & Letters, Business Administration, Education, Engineering & Computer Science, Health & Human Services, Natural Sciences & Mathematics, Social Sciences & Interdisciplinary Studies, University Library, and Continuing Education.

**Office of Institutional Research**
The mission of this office is to enhance University effectiveness with information and research to support planning and budgeting, assessment, accreditation, policy formation, and decision making. For more information, please visit [www.csus.edu/oir](http://www.csus.edu/oir).

**Academic Enrollment and Resource Planning**
Responsible for overseeing enrollment management for all colleges including FTES generation, enrollment projections and trends, course scheduling and management, university catalog, and space planning and utilization. Provides leadership and support for resource planning, developing budget allocation models, strategic planning, academic policies, academic outreach projects, and special initiatives.
ADMINISTRATION & BUSINESS AFFAIRS

Vice President for Administration serves as the Chief Financial Officer for the University providing leadership to the Administration & Business Affairs (ABA) division, comprised of the following functional families: Administrative Operations, Budget Planning and Administration, Business and Administrative Services, Facilities Management, Financial Services, Public Safety, Risk Management Services, and the special office of Auditing Services. Altogether, ABA functions provide the full range of administrative, business, financial and operational support services in support of the University’s mission. The Vice President serves as counsel to the President, other vice presidents and campus units on business, financial and compliance matters; represents the campus to the CSU system offices, local and governmental agencies and the business community; provides resource management and administrative expertise as well as research and evaluative services for the development of new campus functions; leads the campus sustainability effort; and provides fiscal oversight for the University’s auxiliary and affiliate organizations, as delegated through various executive orders, the State University Accounting Manual, applicable legal codes and the University President. The Vice President also serves as a member of the President’s Cabinet, collaborating with other Cabinet members to provide the President with executive level support and to assist in leading and guiding the institution. The Vice President provides oversight for all campus construction, energy conservation, and serves as liaison between the campus and the Chancellor’s Office on these issues. Auditing Services is responsible for centrally coordinating all campus audits, both internal and external. The department conducts various types of audits, including operational, compliance, and investigative; as well as special projects. The office also coordinates responses to findings and recommendations related to external audits. It is also responsible for reporting fiscal improprieties and fraudulent activities to the appropriate CSU & University Administrators and applicable state departments. Additionally, Auditing Services has responsibility for continuously assessing the extent of compliance with specified tax directives, including taxable employee benefits, and unrelated business income. Fiscal Oversight – Sacramento State Auxiliary and Affiliate Organizations: The campus chief financial officer (CFO) is the primary responsible campus official in respect to administrative compliance and fiscal oversight of campus auxiliary organizations and affiliate groups – the Alumni Association, Associated Students, Inc., Capital Public Radio, Inc., University Enterprises, Inc., University Foundation at Sacramento State, and the University Union.

Administrative Operations provides executive level administrative operations support services to enhance, facilitate and inform the decision making process of the VP/CFO and his executive team; the Senior Administrative Officer (SAO) serves as chief of staff to the VP/CFO; the VP/CFO office is responsible for maintaining the University Policy Manual and facilitating policy review on the President’s behalf. The SAO facilitates the development and review of ABA policies and procedures; also has oversight of and facilitates the development and review process for University-wide policies, procedures and guidelines; executes policy decisions and revisions; provides leadership and direction for the University Records Management Program, providing guidance to ensure compliance with CSU system and state regulations; provides management coordination of the University Committee appointment process; provides VP/CFO representation on various University and CSU system committees; provides approval process oversight of non-state capital project(s) policies; cultivates relationships with internal/external entities to assist the VP/CFO in developing a wide range of personal contacts to facilitate and complement the VP/CFO’s administrative and managerial efforts; and develops, plans, and executes the VP/CFO’s special projects and initiatives.

Budget Planning and Administration provides comprehensive budget planning and administrative services including the development and facilitation of the campus’ General Operating Fund budget through collaboration with the University Budget Advisory Committee (UBAC). Also provides transparency of financial information through the production of the President’s Annual Report for Budget. Expenditures, and Financial Information. Responsibilities also include ensuring the compliance of campus funds, developing financial pro formas for non-state capital projects, processing campus fees (Category IV and V) for presidential review, providing information and guidance on various university funds, processing monthly payroll through CMS, managing and creating positions for university employees, and processing budget allocations and transfers.

Business and Administrative Services provides comprehensive support services to the campus community including mail processing and delivery, printing and reprographics, and parking operations including parking enforcement, citation enforcement and appeals, alternative transportation options, visitor parking arrangements, and construction and maintenance of campus parking facilities. Responsibilities also include oversight for the ABA division’s resources, including short and long-range budget planning, management of operating and special funds, and division budget allocation; and development and implementation of ABA’s strategic plan.

Facilities Management provides comprehensive facilities management services including facility maintenance and repair; facility and infrastructure planning; planning, design and construction; utilities management; custodial, grounds and landscape services; campus recycling services; automotive services; and an administrative and customer service function. Facilities Management oversees the campus physical master plan, the Capital Outlay Program, and all campus construction projects, providing guidance to assure compliance with CSU system and state laws, mandates and procedures, and management of multiple revenue sources and expenditures pertaining to capital outlay activity.

Financial Services provides comprehensive financial services to the University’s students, staff and faculty. These services include campus ID (One Card); accounting; cashiering; invoicing and collections; payments and reimbursements; student fee refunds, financial aid disbursement and loan management; cash management; event ticketing services, financial reporting; procurement and contracts; central receiving; asset management and oversight of ASI Finance and Administration. The Financial Services family is responsible for ensuring that all accounting, reporting and reconciliation functions are performed in accordance with applicable law and policy while at the same time providing the highest possible level of service to the campus.

Public Safety is responsible for protecting the persons and property of the campus community and maintaining peaceful order in a manner conducive to the educational environment. Public Safety also provides emergency response, emergency communications, emergency operations training, and management of the Emergency Operations Center. The department collaborates with its constituents, the surrounding neighborhood, and external agencies to generate communications, assure responsiveness and improve safety for the campus community.

Risk Management Services provides expertise to assure that the University meets its mandated health, safety and liability requirements. Working in collaboration with the University community and individual departments and units, Risk Management Services (RMS) provides comprehensive support services in the areas of risk management, disaster contingency/business continuity planning, workers’ compensation, and environmental health & safety. RMS also coordinates the use of campus space for academic purposes and for third-party events. The Associate Vice President serves as the Chief Risk Management Officer for the University.

August 2013
OFFICE OF HUMAN RESOURCES

Employment Opportunity
Responsible for University policies providing equal employment opportunities and against discrimination/harassment of employees and students. Responsible for education, coordination, complaint investigation and resolution, data collection, and administration of Equal Opportunity/Affirmative Action for students, faculty, and staff. Serves as Title IX Coordinator. Serves as Americans with Disabilities Act and Sections 503 and 504 of the Rehabilitation Act of 1973 Coordinator. Maintains the campus Affirmative Action Plan. Administers the Employee Assistive Device Program.

Faculty, Staff, and Managers
Coordinates personnel policies and programs for faculty, staff, and administrators, including implementation of policies and programs mandated by Federal/State laws and regulations, collective bargaining agreements, and the Management Personnel Plan (MPP); discipline administration; contract administration, grievance monitoring, and other employee relations matters for all ten (10) bargaining units; coordination of the search process for new hires; orientation of new employees; training and coordination of part-time faculty hiring through Common Management system (CMS); administers disability leave programs and fringe benefits to faculty and staff; provides liaison to insurance carriers and outside agencies; administers the staff and MPP performance evaluation system; administers the staff employment services program. Administers the Classification and Compensation program; support to University administrators on position classification, individual position, unit design, and reorganization; conducts or participates in local salary surveys. Administers the Employee Assistance Program.

Professional Development and Training
Administers and coordinates the University Training and Development Program. Administers the CSU/CSUS Fee Waiver Program.

Payroll
Provides accurate and timely salary payments to the University’s full and part-time faculty, staff, and student assistants; maintains employees’ leave credit records; coordinates the Non-Resident Alien Tax compliance program; implements Chancellor’s Office and State Controller’s Office payroll, salary, and leave technical letters and provides training to campus employees on the HR CMS system, including absence management self-service.

Rev. 7/2013
Vice President and Chief Information Officer: The primary role of the Vice President is to work with the President and Cabinet to align campus-wide use of all information technology resources with institutional strategic priorities. The Vice President directly manages the staff and resources of the six units of the Information Resources & Technology division (listed below) and also collaboratively coordinates all other aspects of campus information technology. The focus of IRT is: a) supporting excellence in teaching and learning; b) improving the quality of the student experience; c) enhancing administrative productivity and quality; d) using technology to enhance personal productivity for all. The VP/CIO chairs the campus-wide IT Steering Committee. He also works closely with the IT Projects and Planning Manager in coordinating campus-wide IT projects.

Academic Computing Resources (ACR) is the largest unit in the division. ACR was created to focus IRT support on faculty and student use of technology for teaching and learning. Through its comprehensive Service Desk, this unit is also the focal point for customer service and client support within the division. ACR works closely with Academic Affairs and Facilities Management to design and renovate learning spaces for academic use (e.g. classrooms). This unit also provides operational support for faculty/student use of classrooms and computer labs and manages the SacCT learning management system, student/staff web portals, a Student Technology Center, campus-wide software coordination, and comprehensive computer hardware services. Through its Academic Computing Advisory Committee, ACR works closely with faculty and students to ensure alignment of its services with teaching and learning needs.

Technology Services (TS) also has a strong client service focus, concentrating on support and enhancement of essential academic, student services, finance, advancement and human resources business processes. In particular, TS ensures that academic processes flow smoothly for faculty and students, with special emphasis on processes that directly impact academic success (e.g. advising, financial aid, grading, learning outcomes, etc.). This unit’s comprehensive Data Services sub-unit works closely with other divisions to enhance reporting and analysis of data for decision-making related to institutional research, enrollment, registration, budgeting, advancement, HR, purchasing and other critical business processes. In particular, TS works facilitate institution-wide data reporting and analysis. TS is also responsible for supporting other key campus business processes, such as classroom scheduling, residence hall management, student judicial matters, records imaging and work-flow, fund-raising, and alumni management. TS works closely with faculty, students, and staff, through its Technology Advisory Committee.

Operations & Systems Services (OSS) is responsible for managing and operating key campus-wide IT systems, including: email system for students and faculty; campus-wide data storage systems; management of more than 450 key servers that support critical campus functions; campus-wide data storage systems; and identity management processes critical to the proper operation of computer accounts campus-wide. OSS also provides server and storage management services to other campus IT organizations, with a focus on gaining economies through campus-wide coordination, while also providing localized control.

Network & Telecommunications Services (NTS) supports all aspects of campus network and telephone services from planning to implementation. NTS was formed in 2008 to acknowledge the convergence of computer and telephone services into a common network infrastructure. NTS works with the Chancellor’s Office to plan and implement network infrastructure and network security upgrades to both the wired and wireless campus networks and also works with other university units to ensure our entire campus network stays current and secure. This unit is managing the ongoing campus migration from traditional telephone services to so-called voice-over-IP (i.e. telephone service over the data network). NTS provides both desktop phones and cell phones to the entire campus and is also planning to offer cell phone service over the campus wireless network. Network & Telecommunications Services also provides planning services for all new or revised networks across campus, including design of networks for new or renovated buildings.

Information Security Office (ISO), under the Information Security Officer (ISO), is responsible for protecting the privacy and confidentiality of all critical campus data, as mandated by federal, state and CSU law and regulation. The ISO conducts annual information security reviews and works with constituents campus-wide to both correct deficiencies and take proactive action to eliminate vulnerabilities to our data. The ISO is also responsible for campus oversight of CSU information security policies and audits.

Accessible Technology Initiative (ATI) is a campus-wide project that is managed under the auspices of the VP & CIO as Executive Sponsor. Day-to-day management of ATI initiatives is managed cooperatively by Academic Affairs and IR&T through the shared ATI Coordinator position. Key initiatives of the ATI include implementations of enhanced accessibility for websites, instructional materials, and IT procurement campus-wide. The goal is to make all campus information technology resources equally useful to all campus users, regardless of disability.
Public Affairs and Advocacy
2013/2014

Vice President for Public Affairs and Advocacy
Phil Garcia

Executive Assistant
Erin Torrence

Director of State & Fed Relations
Sonia Ortiz-Mercado

Interim Director of Civic Relations
Robert Dugan

Director of Local Gov. Relations
Vacant

Administrative Assistant
Vacant

Office Assistant
Angela Andrews

Associate VP of University Communications
Jeannie Wong

Director of Marketing
Becky Repka

Director of Multimedia
Steve McKay

Director of Web Communications
Jack Vaughn

Director of News Services
Kim Nava

Executive Video Producer
Gloria Moraga

Assistant Director of Marketing
Karen Booth

Videographer
Rob Neep

Copy Editor
Ahmed Ortiz

Senior News Writer
Craig Koscho

Graphic Designer
Sam Macapagal

Student Graphic Designer
Spencer Colaco

Graphic Designer
Phil Altstat

News Writer
Alan Miller

Writer
Dixie Reid
Public Affairs and Advocacy
2013-14

Vice President for Public Affairs and Advocacy - The Vice President for Public Affairs and Advocacy provides overall strategic direction and leadership to the University President and Cabinet in regard to University-wide communications and advocacy. The Vice President has responsibility for the development, management and oversight of University communications and media relations, University civic relations and governmental relations at the local, state and federal level. In addition, the Vice President works to maintain the University’s prominence and stature.

Associate Vice President of University Communications - The Associate Vice President of University Communications manages daily operations in the Office of Public Affairs, and oversees the development, production and dissemination of print, online and digital communications to widely share University news, events and programs. The Associate Vice President exercises oversight of the University’s web communications, including the University home page and social media accounts, as well as of its marketing efforts, which promote and protect Sacramento State’s reputation and brand. In addition, the Associate Vice President oversees the implementation of crisis communication strategies.

Director of News Services - The Director of News Services is responsible for managing University media relations, producing and disseminating information that generates positive media coverage of the University, the campus community, campus programs and events. The Director of News Services acts as the University’s spokesperson, and fosters and maintains relationships with reporters from various print, television, radio and online news outlets.

Director of Web Communications - The Director of Web Communications is responsible for the production and dissemination of editorial content for the University’s website and social media accounts, as well as related print products. The Director of Web Communications assists with the strategic planning for the University’s online communications and web pages, as well as with the dissemination of University e-newsletters and advocacy communication tools online.

Director of Multimedia - The Director of Multimedia oversees the visual content of University print, online and digital communications and ensures that it is consistent with Sacramento State messaging. In addition, the Director of Multimedia helps promote University news, events and programs via visual imagery. The Director of Multimedia manages the development, production and distribution of visual products, including videos, photos for marketing and advocacy efforts, and images for digital signs.

Director of Marketing - The Director of Marketing works to enhance and protect the image and reputation of the University, monitors overall continuity of institutional identity and branding -- both visually and in message development, as well as of communications to both internal and external audiences. In addition, the Director of Marketing leads the development and execution of strategic marketing plans and advertising campaigns and manages a University-wide marketing advisory council.

Director of State and Federal Relations - The Director of State and Federal Relations is responsible for fostering and maintaining relations with state and federal elected officials, governmental agencies and/or representatives in support of University students, faculty, and staff. Specifically, the Director of State and Federal Relations is responsible for campus implementation of the ongoing state advocacy program of the California State University. In addition, the Director of State and Federal Relations facilitates the development and submission of state and federal proposals to help advance campus programs and projects.

Interim Director of Civic Affairs - The Director of Civic Affairs is primarily responsible for establishing, fostering, and maintaining relations with elected officials and governmental agencies/entities and their representatives at the local and regional level. In addition, the Director assists with governmental relations and advocacy efforts at the State and Federal level, collaboration on outreach/community relations with University Advancement and University Athletics and for developing and maintaining advocacy efforts at the local and regional level in support of the University and its students, faculty, and staff.
PLANNING, ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS (PEMSA)

Senior Vice President’s Office provides leadership and strategic direction to all areas of the Division of Planning, Enrollment Management and Student Affairs. The office also works closely with Associated Students, Inc, serving as a liaison between ASI and the University administration. Contact: 278-6060.

Academic Advising Center offers mandatory freshmen and transfer orientation, mandatory freshmen advising, and general education and graduation requirement advising for all students. The center engages students in a developmental process that helps them clarify and implement individual educational plans consistent with their skills, interests, and values. Contact: Dave Evans, Assistant Vice President for Student Engagement and Success (Interim), 278-6351, dave.evans@csus.edu.

Admissions & Outreach sponsors and coordinates numerous recruitment activities and offers prospective and current students individual and group admission counseling and accurate, efficient document processing. Contact: Emiliano Diaz, Director, 278-2674, diazem@csus.edu.

Associated Students, Inc serves as the official governing body of Sacramento State students and provides experiential education, leadership opportunities, student representation and various recreational services that support the campus and greater Sacramento community. Contact: Pat Woodley, Director, 278-6784, pwoodley@csus.edu.

College Assistance Migrant Program (CAMP) helps students from migrant and seasonal farm worker backgrounds develop the college skills associated with academic success and graduation. CAMP facilitates the high school to college transition by providing assistance with admission, financial aid application, and registration processes. Contact: Viridiana Diaz, Director, 278-7241, virid diaz@csus.edu.

College Based Educational Equity Programs support Educational Opportunity Program students once they transition to their respective major department in the Academic Colleges, in order to promote retention and graduation. Contact: Marcelline Watson-Derbigny, Associate Vice President for Student Retention and Academic Success, 278-6183, watsonml@csus.edu.

Career Center provides proactive and comprehensive career services that include career development opportunities, experiential learning activities, on-campus recruitment programs and employer networking. Contact: Dave Evans, Assistant Vice President for Student Engagement and Success (Interim), 278-6351, dave.evans@csus.edu.

Educational Opportunity Program (EOP) supports first-generation California residents from low-income households who have the motivation and potential to earn baccalaureate degrees. EOP provides admissions assistance, orientation, academic and financial aid advising, EOP learning communities, and more. Contact: Marcelline Watson-Derbigny, Associate Vice President for Student Retention and Academic Success, 278-6183, watsonml@csus.edu.

Enrollment Operations Support provides technology services and operational support to the departments in student affairs. Contact: Paul Edwards, Director (Interim), 278-7796, edwardspl@csus.edu.

Guardian Scholars supports Sacramento State’s foster youth students, specifically those who emancipate and are working to forge successful paths to academic, personal and professional success. Toward these ends, Guardian Scholars provides individual academic resources, social support toward engaging in the campus community, and financial advising and support. Contact: Dave Evans, Assistant Vice President for Student Engagement and Success (Interim), 278-6351, dave.evans@csus.edu.

Global Education collaborates with the Admissions and Outreach office to recruit international students, especially those enrolled in community colleges, administers programs for international visa students, and develops and implements study abroad programs. The office also partners with Academic Affairs to offer a variety of exchange programs for faculty. Contact: Dave Evans, Assistant Vice President for Student Engagement and Success (Interim), 278-6351, dave.evans@csus.edu.

Intercollegiate Athletics offers 20 Division 1 sports programs. The Athletics Department is committed to integrity and accountability, to enriching the campus and the community, and to developing student-athletes as competitors, scholars, citizens, and leaders. Contact: Terry Wanless, Director, 278-6348, tcowanless@csus.edu.

Faculty Student Mentor Program provides students support and encouragement toward meeting their educational goals through Faculty and Peer Mentors from the eight academic colleges. Contact: Marie Toregrosa, University-wide Coordinator, (916) 278-7305, toregrros@csus.edu.

Financial Aid & Scholarships Office helps students and in many cases their families to search for, apply for, receive, and maintain eligibility for various types of financial aid assistance. Financial aid education is offered through individual counseling, campus marketing activities and group presentations. Contact: Anita Kerns, Director, 278-6554, anita.kerns@csulink.csus.edu.

Housing and Residential Life works to provide on-campus residents a well-maintained, attractive, and affordable living-learning environment toward helping them achieve their curricular and co-curricular goals. Contact: Michael Speros, Director, 278-6655, msperos@csus.edu.
Multi-Cultural Center (MCC) supports the needs of diverse communities by offering educational programs and experiential leadership opportunities. The center offers a welcoming space to all who wish to learn more about themselves and others. Contact: J'Lissabeth Faughn, Director, 278-8601, jlissabeth.faughn@csc.edu.

New Student Orientation prepares students for a successful transition to Sacramento State through a comprehensive, mandatory program. Orientation helps students understand academic requirements, the University support available to them, and the many campus social and developmental opportunities. Contact: Mary Shepherd, Assistant Director, Academic Advising/Coordinator, New Student Orientation, (916) 278-7841, shepherd@csus.edu.

Parents & Families Program creates and strengthens the partnership between parents and families of enrolled students and the University. Primary functions include promoting information about campus resources, supporting student success, generating revenue for the campus in the form of private gifts and donations, and creating an interactive role for parents and families within the campus community and beyond. Contact: Haley Myers, Director, 278-4353, haley.myers@csus.edu.

Peer & Academic Resource Center (PARC) is a campus hub for academic support services including 1-unit supplemental instruction for challenging GE courses, academic review and test preparation sessions, peer-led advising and individual and group tutoring sessions. Contact: Tina Jordan, Director, 278-6740, tordan@csus.edu.

Services for Students with Disabilities (SSWD) offers support services and accommodations to ensure students with disabilities have the opportunity and access to pursue their educational goals. SSWD collaborates with students, faculty, staff and administrators to provide consultation and information on disability-related issues to the campus community. Contact: Judy Dean, Melissa Repa, Co-Directors, 278-6555, 278-7239 (TDD), jdean@csus.edu, mrepa@csus.edu.

Student-Athlete Resource Center provides all NCAA Division I student-athletes a comprehensive academic, life skills, and NCAA compliance support program. Contact: Paul Edwards, Director, 278-7796, edwardsp@csus.edu.

Student Services Center provides students with a wide range of information and transactions related to enrollment, registration, and financial matters. The Center is often the first point of contact for students entering Lassen Hall and offers many services and referrals to other areas of the Division and University, including, Academic Advising, Financial Aid, the Registrar's Office, and the Academic Colleges. Contact: Anita Kermes, Director of Financial Aid and Student Services Center, 278-6554, anita.kermes@csus.edu.

Student Conduct Office supports the University’s educational mission by administering the CSU Student Conduct process in a fair, timely, respectful, and educationally purposeful manner. Student Conduct staff work to educate, involve, and support the campus community in student conduct matters to provide a safe, fair and supportive learning environment for all community members. Contact: Ardith Tregenza, Director, 278-6060, aredith.tregenza@csus.edu.

Student Health & Counseling Services (SHCS) embraces a holistic and collaborative approach to healthcare by offering primary and urgent care, preventative programs, wellness education, violence prevention and mental health counseling services to the campus community. Contact: Joy Stewart-James, Executive Director, 278-6035, jsjames@csus.edu.

Student Organizations and Leadership (SO&L) promotes co-curricular learning by providing students with opportunities to join organizations, participate in sport clubs, and engage in leadership education programs. Contact: Tom Carroll, (Interim), 278-6595, tcarroll@csus.edu.

Testing Center administers national, state, and CSU-system tests and provides direction and support for meaningful student assessment. Contact: Julie Ly, Coordinator, 278-5369, jly@csus.edu.

University Registrar's Office provides quality support and service to students, faculty, staff and external constituents with regard to academic records, registration, enrollment data, course administration, graduation and degree verification. Contact: Dennis Geyer, University Registrar, 278-3421, dgeyer@csus.edu.

University Union & The WELL offer welcoming and stimulating environments where students, faculty, staff, alumni, and the greater community participate in campus life. The programs, services, and facilities of the Union/WELL foster personal growth and healthy decision-making, encourage social interaction and work toward developing leadership skills. Contact: Leslie Davis, Executive Director, 278-2242, lsawesome@csus.edu.

Veteran's Success Center provides multi-faceted assistance to prospective and enrolled student veterans and dependents. Contact: Jeff Weston, Director, 278-7893, jweston@csus.edu.

Women's Resource Center (WRC)/PRIDE Center offers educational and social justice programs that examine issues related to gender and sexual identity. Contact: J'Lissabeth Faughn, Director, 278-8601, jlissabeth.faughn@csus.edu, WRC staff, 278-7388, or PRIDE staff, 278-8720.
Office of University Advancement
2013/2014

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Associate Vice President
Adv. Communications & Stewardship
L. Bachand

The University Foundation
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Alumni Association Board

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President's Committee To Build Campus Unity

Executive Director
Alumni Relations and Annual Giving
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Major & Planned Gifts,
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Library, CSA

Director of Development
C. Perez

Pres. Circle, Athletics, Student Affairs

Director of Development
J. Ervin

MY3, 35G

Alumni Comm. Asst.
J. Sharp

Campaign Assistant, VACANT

Building Manager
A. Cable

Chapter & Member Relations Mgr
N. Knick

Alumni Membership
Asst.
G. Hishianese

Annual Giving Program
Analyst
S. Adams

Dean's Circle

Annual Fund Associate
S. Johnson

*Funded from resources other than state general funds
July 2013
University Advancement

University Advancement
Responsible for a broad range of programs, policies and initiatives designed to build and foster strong, effective alumni and community relations to increase private resources for the University’s priorities, academic programs, capital projects and student scholarships. University Advancement is responsible for managing special events, alumni relations, donor and alumni communications, and charitable gifts to the institution, as well as institutional partnerships with a wide variety of regional constituents. University Advancement is also the official liaison to organizations affiliated with the University, including The University Foundation at Sacramento State and the Alumni Association.

Alumni Relations
Responsible for providing opportunities for alumni to engage with the University while simultaneously promoting the common interests of graduates and alums through a continuing campaign of alumni programs, active involvement and increased interactions in campus and community affairs. Alumni Relations is responsible for managing the alumni association annual membership campaign, scholarship program, events and publications. Alumni Relations is responsible for overseeing the management of the Alumni Center and supporting the Alumni Association Board of Directors.

Development
Responsible for managing and implementing the University’s comprehensive fund-raising initiatives including the identification, cultivation, solicitation, and stewardship of annual fund, major and planned gifts from individuals, corporations, and foundations. Development is responsible for coordinating all donor stewardship activities and events. Development is responsible for providing administrative support including gift acceptance, acknowledgements, and gift accounts for the University Foundation, and maintaining a donor database and mailing lists.

Advancement Communications and Stewardship
Responsible for planning, creating and managing comprehensive external and internal communications strategies in support of Sacramento State’s advancement efforts with alumni, donors, prospective donors, the campus community and friends. Advancement Communications and Stewardship is responsible for developing and managing the cohesive messaging and visual identity of the Advancement division, as well as the materials and programs relevant to alumni engagement, fundraising and participation goals to instill pride and encourage investment in Sacramento State. Advancement Communications and Stewardship produces Sac State Magazine, the biannual donor publication True North, the Annual Report of Giving, websites, solicitations, event and promotional collateral, and other communication vehicles to help the University Advancement achieve its goals in fundraising and alumni engagement.

University Advancement (Vice President for University Advancement)
The Vice President for University Advancement serves as the Chief Advancement Officer for the campus and directs an integrated advancement program. The Office of University Advancement supports the University Foundation at Sacramento State and manages campus wide special events and public ceremonies, including commencement, to advance the interests of the University.

Alumni Association
The Alumni Association is a 501(c)(3) organization. It enables the University to maintain contact with the alumni and involve them with the campus.

The University Foundation at Sacramento State
The University Foundation is a tax-exempt, 501(c)(3) organization responsible for promoting philanthropy to provide a level of excellence at the University beyond what is possible through State funds. The University Foundation helps to raise private resources that advance the mission and priorities of the University while also providing stewardship in the prudent investment of resources, ensuring the integrity of the Foundation through accountability and transparency in its dealings.