CI 2015-20 Strategic Priorities
1. Facilitate Student Success
2. Provide high quality education
3. Realize our future

Business & Financial Affairs Strategy Map 2015-20

Mission
We transform the delivery of services through continuous improvement

Vision
We are the recognized leader for the delivery of outstanding services

Values: Teamwork □ Diversity □ Integrity □ Respect □ Excellence □ Collaboration

Value to Our Customers
Provide responsive service that reflects value
Help to solve complex problems
Ensure the safety of our community

BFA Goals
Improve Operational Excellence
Attract and Retain a Diverse and Talented Staff
Enhance Resources
Enrich Communication

- Improve customer service
- Create operations manuals
- Document processes
- Implement on-
BFA
DATA-DRIVEN ADMINISTRATION

VALUE PROVIDED TO CUSTOMERS

OPERATIONAL EFFICIENCY

SUPPORT OF STRATEGIC PRIORITIES

Nov 2016 - BFA Division Meeting
This Approach Develops Solutions that Optimize Resources, Increase Investments & Lower Costs

**Space:**
- Highly concentrated space in opposing age categories
- Enrollment growth surpasses peers and is projected to continue to increase
- Plan to add 1.4M GSF of new space by 2025

**Capital:**
- Large proportion of capital dedicated to new space
- Annual investment fell below stewardship targets and peer average
- Latest report shows backlog at a manageable level

**Operations:**
- Energy consumption trends show conservation efforts
- Student growth primarily impacting staffing metrics
- Validation metrics show CSUCI above peers
Space Profile
Overview of CSUCI’s FY15 Analysis

What is being included in the analysis?

State Supported:
- GSF: 823,155
- # of Bldgs.: 33
- 95%
- Academic/Admin

Auxiliary:
- GSF: 318,446
- # of Bldgs.: 11
- 93%
- Residential
Renovation Age Profile

Implications of Age Profile:

- Auxiliary space is younger than State Supported space.

- CSUCI has a unique profile compared to peers. CSUCI’s largest concentrations of space is in the under 10 and over 50 age category.

- CSUCI’s concentration of space in opposing age categories creates significant operational and capital challenges; buildings over 50 likely have needs that are past due, and the under 10 space requires little work now, but these buildings and their components will age simultaneously.
Young Campus, Increasing Enrollment

Enrollment outpacing space growth; less program space per student

CSUCI Student FTE and GSF Growth

- FY11: 10%
- FY12: 3%
- FY13: 3%
- FY14: 3%
- FY15: 9%

CSUCI Program Space per Student

- FY11: 26%
- FY12: 36%
- FY13: 53%

26% decrease since 2011

FTE % Increase Since 2011

State GSF % Increase Since 2011
FY15 Density Factor vs. Peers

CSUCI’s DF 28% higher than peer average

Density Factor measure the level of business on campus.

DF = \frac{\text{Users (Student, Faculty, & Staff)}}{100K GSF}

Impacts of high density:
- Daily wear and tear
- Custodial material spending
- Cleanliness scores
- Capital or operational expenditure on interior shell (furniture, carpet, painting)
Capital Profile
Defining an Annual Investment Target

Annual Funding Target: $5.8M

FY15 Annual Investment Target

- 3% Replacement Value: $12.3M
- Life Cycle Need: $6.6M
- Annual Investment Target: $2.3M + $3.5M = $5.8M

Replacement Value: $409M

Functional obsolescence drives investment prior to life cycles & discounts the annual investment target.
Facilities Operating Budget vs Actuals

Peers regionally adjusted to Channel Islands’ cost of living

Facilities Operating Budget vs. Actuals

$ / GSF

Ordered by Tech Rating

Daily Service Budget
Daily Service Actuals
PM Budget
PM Actuals
Utilities Budget
Utilities Actuals
Budget Average
Actual Average
Daily Service vs. PM Work Orders

*Channel Islands has higher percentage of PM work orders than peers*

**Work Order Distribution**

- **Channel Islands**
- **Peer Average**

- **Planned Maintenance WO**
- **Daily Service WO**

- **2011**
- **2012**
- **2013**
- **2014**
- **2015**

Channel Islands has higher percentage of PM work orders than peers.
Service Process – Life of the Work Order

Channel Islands using work order system more effectively than peers

<table>
<thead>
<tr>
<th>Service Process Categories</th>
<th>CSUCI</th>
<th>Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Structure</td>
<td>5.0</td>
<td>4.6</td>
</tr>
<tr>
<td>Centralization of Request</td>
<td>5.0</td>
<td>4.1</td>
</tr>
<tr>
<td>Scheduling Process</td>
<td>5.0</td>
<td>3.1</td>
</tr>
<tr>
<td>Work Request Capabilities</td>
<td>5.0</td>
<td>4.2</td>
</tr>
<tr>
<td>Performance Measurement</td>
<td>4.0</td>
<td>2.4</td>
</tr>
</tbody>
</table>

Service Process Index is the Roll-Up score of the Service Process Categories

Ordered by Density Factor
Energy
Peer Comparison: Fossil Consumption & Costs

CSUCI decreased consumption at twice the rate of peers

Fossil Consumption

**Channel Islands**

- **2011**: 140,000 BTU/NSF
- **2012**: 120,000 BTU/NSF
- **2013**: 100,000 BTU/NSF
- **2014**: 80,000 BTU/NSF
- **2015**: 60,000 BTU/NSF

30% decrease since 2011

**Peers**

- **2011**: $8.00/MMBTU
- **2012**: $7.00/MMBTU
- **2013**: $6.00/MMBTU
- **2014**: $5.00/MMBTU
- **2015**: $4.00/MMBTU

16% decrease since 2011
Peer Comparison: Electric Consumption & Costs

*CSUCI consuming less, unit costs trending towards peer average*

**Electric Consumption**

*Channel Islands*

- Channel Islands' electric consumption has increased over the years, from 8 kWh/GSF in 2011 to 14 kWh/GSF in 2015.

*Peers*

- Peers' electric consumption has remained relatively stable, with slight fluctuations.

- Peers' electric unit costs have shown a slight decrease over the years, from $0.14/kWh in 2011 to $0.10/kWh in 2015.

- CSUCI's electric consumption and costs are compared against peer averages, showing CSUCI consuming less and unit costs trending towards the peer average.
Composite Inspection Scores

Campus Inspection Index: 82% out of 100%

Campus Inspection Scores

- Grounds Condition: 4.1
- Mechanical Rooms: 4.1
- General Repair/Impression: 4.0
- Cleanliness of Interiors: 4.2
- Exterior: 4.1

Campus Inspection Index is the Roll-Up score of all of the Inspection Scores

Ordered by Density Factor
Concluding Comments
Operating resources are inline with peers. In order to accommodate future enrollment and space growth, our model forecasts a $12.2M increase to sustain high service levels.

- From 2011-2015, CSUCI decreased its fossil consumption at twice the rate of peers.
- CSUCI spends $0.31/GSF more on PM than peers. The campuses’ young and growing space profile necessitates continued investment and growth in PM program.

### Operating Budget Projection

- Current Operating Costs
- Projected 2025 Operating Costs

### Total Preventive Maintenance

$/GSF* Adjusted for COLI
Organizational Effectiveness

Pamela Abbott-Mouchou
Summary

- Update on Organizational Effectiveness
- Customer Satisfaction Data
- LEAN Six Sigma Projects
Update on Organizational Effectiveness
University enrollment set to at least double by 2025
State funding limited during growth
OE office helps Division & University find and implement organizational efficiencies

Key Services:
- LEAN Six Sigma
  - Project facilitation
  - Training
  - Change management
- Consulting leadership teams on organizational development
  - Strategic Planning
  - Employee engagement
Organizational Effectiveness Program Strategy Map 2015-20

**Mission**
We provide staff development, employee engagement, change management, and Lean Six Sigma.

**Vision**
We are the recognized leader for the delivery of outstanding services

**Values:** Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration

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Value to Our Customers

- Provide responsive service that reflects value
- Help to solve complex problems
- Provide organizational and leadership consultative services

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Organizational Development Program

- Improve Operational Excellence
- Attract and Retain a Diverse and Talented Staff
- Enhance Resources
- Enrich Communication

---

- Improve customer service thru FISH!
- Philosophy
  - Prepare for growth thru shared services implementation
  - Share expertise and services
- Foster entrepreneurship
  - Offer robust Professional Development opportunities
  - Engage intern for VP office
  - Community building
  - Work w/ Conf/Events to ensure shared service model
  - Drive Lean Six Sigma at CI:
    - Create 3 yr. plan
    - Improve processes and increase efficiencies
- Use CI’s top marketing tools to increase communication about OE activities

---

Channel Islands
CALIFORNIA STATE UNIVERSITY
Customer Satisfaction Data
Who We Heard From

Number of Responses

<table>
<thead>
<tr>
<th>Faculty</th>
<th>31</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td>188</td>
</tr>
</tbody>
</table>

Percentages of Faculty & Staff Who Responded

- Faculty: 7%
- Staff: 37%
Q5 - Please rate the OVERALL PERFORMANCE of each of the following Administrative Units (5 for excellent; 1 for needs improvement)

AVG PERFORMANCE RATING BY UNIT

- Public Safety: 4.07
- VP's Office (Organizational Effectiveness/Special Projects/Risk Management): 3.53
- Administrative Services: 3.35
- Human Resources: 3.14
- Financial Services: 3.24
- Facilities Services: 3.72
2013 VS 2015 COMPARISON

Q5 - Please rate the OVERALL PERFORMANCE of each of the following Administrative Units (5 for excellent; 1 for needs improvement)
Q17 - Please indicate your level of agreement with these statements describing Facilities Services (5 for Excellent; 1 for Needs Improvement):

1. Provides high quality services: 4.1
2. Helps solve complex facilities problems: 3.97
3. Provides services that exceed my expectations: 3.82
4. Provides useful information: 3.88
5. Uses campus feedback to improve its processes and activities: 3.74
6. Provides services that are critical to the mission of CI: 4.27
7. Improves the sustainability performance in CI’s built habitat: 4.16
LEAN Six Sigma Projects
Team streamlined process used to revise signature delegation templates

<table>
<thead>
<tr>
<th></th>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update frequency</td>
<td>Annually</td>
<td>As needed</td>
</tr>
<tr>
<td>Office responsible for</td>
<td>President’s Office</td>
<td>VP’s Offices</td>
</tr>
<tr>
<td>maintaining signature</td>
<td></td>
<td></td>
</tr>
<tr>
<td>delegations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of steps to update</td>
<td>24</td>
<td>13</td>
</tr>
<tr>
<td>Annual cost of updating</td>
<td>$27,456</td>
<td>$14,826</td>
</tr>
<tr>
<td>Hours spent on updating</td>
<td>960</td>
<td>518</td>
</tr>
</tbody>
</table>
• 5S is a Six Sigma tool that can be used for optimizing workspace
• Applied 5S to cluttered closet spaces in Lindero Hall
• Efficiencies gained in amount of time needed to find files, supplies
Backup
• Organizational Effectiveness web page: http://www.csuci.edu/vpbfa/organizational-effectiveness/


Business & Financial Affairs Division Meeting

Budget & Planning

November 10, 2016
10:00 am – 12:00 pm
Malibu Hall 100
AGENDA

• Amended 2016/17 Budget

• Unit Budgets

• 2017/18 BoT Budget

• 2017/18 University Budget Instructions

• 2017/18 BFA budget submission
Amended Budget for 2016-17

Revenue Highlights
- $915,000 includes 89 FTEs new enrollment
- $433,000 Student Success
- $1.732 million compensation
- $1.025 million in benefits/retirement
- $242,000 new space allocation
- Total: $4.347 million

Expenditure Highlights
- Fixed operating – $1.852 million
- Faculty (new hires, promotions, mandatory release time) – $353,000
  - 2 TTF and 2 NTTF
- Compensation - $1.9 million
- New space operating – $242,000
- Total: $4.347 million

Other
- 89 FTES funded
Business & Financial Affairs Budget for 2016-17

Unit Budgets

•  Admin Services - $ 947,658
•  Budget & Planning - $ 615,678
•  Financial Services - $ 1,002,211
•  Facilities Services - $ 6,092,325
•  Human Resources - $ 1,378,820
•  Public Safety - $ 1,937,313
•  Vice President - $ 1,722,491
•  Cost Recovery - $ (678,477)
•  Total: $ 13,018,019

•  Includes 7/1/2016 GSI Increases
•  Excludes benefits
2017/18 Budget

• Budget Instructions found here [http://www.csuci.edu/strategic-resource-planning/planning-resources.htm](http://www.csuci.edu/strategic-resource-planning/planning-resources.htm)

• CSU Student Success/Graduation Initiative 2025

Graduation Initiative 2025 Goals
CSU Channel Islands

<table>
<thead>
<tr>
<th>Metric</th>
<th>2025 Goal</th>
<th>Most Recent Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman 6-Year Graduation</td>
<td>67%</td>
<td>57%</td>
</tr>
<tr>
<td>Freshman 4-Year Graduation</td>
<td>40%</td>
<td>25%</td>
</tr>
<tr>
<td>Transfer 2-Year Graduation</td>
<td>54%</td>
<td>42%</td>
</tr>
<tr>
<td>Transfer 4-Year Graduation</td>
<td>78%</td>
<td>68%</td>
</tr>
<tr>
<td>Gap - Underrepresented Minority</td>
<td>0</td>
<td>7 % points</td>
</tr>
<tr>
<td>Gap – Pell</td>
<td>0</td>
<td>2 % points</td>
</tr>
</tbody>
</table>
2017/18 Budget

- Limited anticipated growth for FY18
- Final Requests due to Budget & Planning 2/10/2017

FY18 Support Budget

<table>
<thead>
<tr>
<th>BoT plan</th>
<th>$346 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>$75 million</td>
<td>Graduation initiatives</td>
</tr>
<tr>
<td>$40 million</td>
<td>1% enrollment growth</td>
</tr>
<tr>
<td>$195 million Compensation</td>
<td>(current commitments and new open commitments)</td>
</tr>
<tr>
<td>$10 million</td>
<td>Academic Facilities &amp; Infrastructure needs</td>
</tr>
<tr>
<td>$26 million</td>
<td>Mandatory costs (insurance, benefits)</td>
</tr>
</tbody>
</table>

Governor’s multi-year plan funds $157 million, largest gap in recent history $169 million. Includes $20m from enrollment growth – tuition if 1% is funded.

BoT will take action on the support budget in November, Governor will release his budget in January 2017
2017/18 Budget – BFA

- Presentations at Campus Town Hall (15/16 use of new money, reallocations within division)
  - BFA is scheduled for Dec 6th in Malibu 100 @ 10:30 am
  - Academic Affairs – Dec 6th, Malibu 100 @ 9:30 am
  - President – Dec 6th, Malibu 100 @ 8:30 am
  - Technology & Communication – Nov 28th, Malibu 100 @ 1:00 pm
  - Student Affairs – Nov 28th, Malibu 100 @ 2:00 pm
- Timeline for divisional submissions
- Limited funding
Planning, Design and Construction
Who are we? What do we do?

November, 2016
Agenda

1. Planning
2. Design
3. Construction
4. Space Management
Planning Overview

• Master Planning
  - Facilitated the master planning effort completed in 2012
  - Responsible for all master planning and CEQA processes

• Capital Planning
  - Manage the 5-Year Capital Plan
  - Collaborate with Facilities on the 5-Year Project list

• Project Programming
  - Facilitate programming for all capital projects
Design
Design Overview

• Project Programming
  - Work with users to develop room list, space requirements and
    adjacencies

• Capital Projects
  - Design & construction team selection
  - Manage the design process, including schedule and budget
  - Facilitate the permitting process

• Small Projects
  - Design completed in-house
Construction Overview

• Capital Projects
  - Manage the project budget & schedule
  - Manage all inspections
  - Facilitate the FFE selection/procurement/installation
  - Close out the project and “hand over the building”

• Capital Planning
  - Coordinate use of JOC contracts
Space Management
Space Management Overview

• Space Database
  - Manage this as usage changes
  - Submit annual report to CO on space
  - Review requests for space

• Minor Capital Projects
  - Facilitate review for all Minor Cap Projects
Questions
Recognize Someone Today!

Need more information?
Contact the Recognition Committee at dbfa.recognition@csuci.edu
Division of
Business and Financial Affairs
—Autumn Meeting—
November 10, 2016
Rhonda Florick
Administrative Services
Today and every day
We are grateful for

Our military service personnel, past and present, and the families who support them.