

HUMBOLDT STATE UNIVERSITY
University Senate

Sense of the Senate Resolution on The URPC's Progress Report on "The URPC's Balanced Budget Proposal for AY 2020-22"

32-20/21-URPC – April 27th, 2021

RESOLVED: That the University Senate of Humboldt State University forward the URPC's Progress Report on "The URPC's Balanced Budget Proposal for AY 2020-22" (attached below) to the Chair of the University Senate and University President.

RATIONALE: The University Senate approved the "URPC's Balanced Budget Proposal for 2020-22" on February 11th, 2020. As this plan is well underway, and planning for the next few contiguous budget cycles is beginning, a Senate-approved progress report to the campus community and President that helps to outline the actions undertaken in relation to that plan is necessary to maintain transparency, mutual accountability, and shared governance.

The URPC's Progress Report on the "The URPC's Balanced Budget Proposal for AY 20-22"

Over the course of the Fall Semester of 2019, the University Resources and Planning Committee developed a ["Balanced Budget Proposal for 2020-22"](#) and submitted it to University Senate Chair Stephanie Burkhalter on December 23rd, 2019. This proposal consisted of a two-tier plan through which \$5.4M in reductions in base budget would be affected along [FIRMS Codes](#), and based on the URPC's [Guiding Measures and Principles](#), in order to bring expenditures into alignment with projections of reduced tuition-based income over the next 3 fiscal years. This temporary allocation plan thus allotted time for the URPC to develop a robust, strategic, budget model that places student success as its highest priority, and that reflects the observations/recommendations of the Spring 2018 [WSCUC accreditation report](#), [our Strategic Plan](#), and the shared values of Humboldt State University.

The substance of this plan was approved by the University Senate on February 11th, 2020. By March 6th, projections of enrollment decline for AY20-21 had doubled from the 7% (requiring the aforementioned 5.4 million dollar structural reduction) to 14%. On March 16th, the impact of the COVID-19 pandemic became apparent, and all campus instruction was shifted to a virtual format. On April 7th, President Jackson composed [a letter to the URPC](#) outlining further anticipated reductions in incoming enrollment, culminating in a projection of 20% fewer students, and expanding the necessary structural reductions to [\\$20M](#). Reduction efforts towards that new target commenced immediately thereafter.

At two points in the intervening year, each division has provided reports on their reduction activities to the URPC, including: actions towards implementation of their respective reductions,

projected consequences of those actions, how stakeholders were engaged in planning, and how planning conformed with the Guiding Measures and Principles mentioned above. Divisional reductions have been fully realized in [Administrative Affairs](#), [Advancement](#), & [Enrollment Management](#), while an additional year (2021-22) has been afforded to [Academic Affairs](#) to achieve the remainder of their proportionally commensurate, but numerically larger, \$13.4M portion of the University's overall reductions. To date, Academic Affairs has achieved \$9,848,199 toward their target of \$13.4, leaving a remainder of \$3,151,801 to be addressed in year three (2021-2022).

Within Academic Affairs (AA), the three colleges have planned and are implementing their plans to meet their assigned targets through AY 2021-22. The colleges have not yet developed their respective base budget reduction plans for year three, as coordination within and across AA needs to occur to achieve the division's year three target (\$3,151,801) in a strategic way. Brainstorming for year three reductions is in an early stage, and will be developed further in a manner that is designed to engage AA stakeholders during the 2021-22 academic year. The other units within AA are working toward their respective year three targets, and will also be modifying those plans based on strategic coordination and planning within AA.

We anticipate improvement to HSU's budget picture in 2021-22 as a result of increased funding from the State, smaller than anticipated enrollment declines, and existing campus reduction planning efforts. As a result of the proactive planning described above, the University anticipates having \$1.56 million available to restore back into divisions in 2021-22 (in the quantities outlined in the table below), though all restoration/reinvestment is contingent on receipt of anticipated additional funding from the State. This does not change the need to balance our structural budget via the reductions underway, but provides an opportunity for funding to be available for future-forward investments. Divisional and MBU input will be critical in determining these investment strategies.

Proposed Divisional Allocation of Funding	
Academic Affairs	500,000
Admin. Affairs	100,000
Enrollment Mgmt.	110,000
President	300,000
Univ. Advancement	30,000
University Wide	520,000
Grand Total	1,560,000

Budget planning will continue in cycles, with a new multiyear proposal due to be developed and submitted to the Senate and the President in AY 21-22. The process of aligning our structural

budgets to consecutive years of decline in enrollment-based income has been a difficult task, both practically and personally, and the manner through which those decision points have been determined and affected has been a necessarily fast-paced and admittedly imperfect process. Many University stakeholders have had to make difficult decisions that have proved curricularly, systemically, and emotionally impactful, and have required considerable effort and thought. The robust advocacy, oversight, and feedback efforts of the campus community have helped to shape those decisions in meaningful ways, and the URPC is grateful for campus participation in shared governance around decision making processes, and encourages continued engagement in the work of future budget cycles. Keep it up. Let's all make sure to work towards continued transparency, expansive stakeholder inclusion in processes, and mutual accountability in the stewardship of our shared resources.