

FY 00 Planning & Budget Hearing Guidelines

**for reference in
preparation for
the March 2-3, 1998 Hearings**

March 2 Noon-4:30 p.m. - Room 123 Ammons Hall

12:00 p.m. EBC and SPC meet to discuss issues

12:30 p.m. Loren Crabtree - Provost/Academic VP - *To present for all of Academic Affairs and the CSU Agencies (AES, CES CSFS)*

March 3 Noon-5:30 p.m. - Room 123 Ammons Hall

12:00 p.m. Shawnee Devlin - President's Office

12:30 p.m. John Scully – VP for University Advancement

1:30 p.m. Gerry Bomotti - VP for Administrative Services

2:30 p.m. Jud Harper - VP for Research & Information Technology

3:30 p.m. Keith Miser - VP for Student Affairs

4:30 p.m. General Follow-up and discussion

To be posted on the WWW at:

<http://www.research.colostate.edu/usp/>

Summary of FY 00 Planning & Budget Principles and Process

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- 1. Instructions for P&B Presentation Tables**
Table 1: FY 00 Proposal/Resource Request Form (for use by P/AVP and other VPs)
Table 2: Reallocation Proposal Form (for use by all presenters)
- 2. Questions & Requirements**
- 3. EBC Policies on Carryforward**
- 4. Call for Efficiency & Paperwork Reduction**
- 5. Schedule for FY 00 P&B Activities**
- 6. Financial Background Information to Be Provided by OBIA**

Note: Proposed FY 00 KS/IPs are posted on the WWW at:

<http://www.research.colostate.edu/usp/ksip00.pdf>

Focus of P&B Process: FY 00 KS/IPs and Prioritization of IPEs for Implementation

Each P&B presenter will focus upon the FY 00 KS/IPs for which they are responsible. Presentations will prioritize the implementation elements (IPEs) within these FY 00 KS/IPs, clarifying activities and timing, and providing specific and comprehensive resource needs and sources for each Proposal/Resource Request and/or Plan for Reallocation.

Only FY 00 KS/IPs 1 and parts of 2 will be eligible for new resources.

The planning and budget (P&B) cycle defined in the *Context for Planning* (dated June 1995) has evolved since its publication, with its most recent modifications reported to the University community in the *Annual Update of the University Strategic Plan for FY 99* (June 1998) (*USP for FY 99*) (<http://www.research.colostate.edu/usp/uspfy99.PDF>). Significant planning and budget process simplifications have been implemented since 1995, and these P&B Hearing Guidelines reflect that effort through focus upon already established priorities (as identified in the *Proposed FY 00 KS/IPs*, November 1998, <http://www.research.colostate.edu/usp/ksip00.pdf>) within clearly defined resource parameters. These simplifications will be recognized as part of the 4-year revision of the *Context for Planning* to be finalized during Spring Semester 1999.

The FY 00 KS/IPs (Key Strategies/Implementation Plans) were announced in the *USP for FY 99* after identification by the Council of Deans (COD) and Strategic Planning Committee (SPC) using University-wide inputs and review of previous KS/IP accomplishments. Proposed Implementation Plans were subsequently developed by committees composed of individuals “closest to the action”, and reviewed by the COD and SPC for fiscal and programmatic soundness. **The proposed FY 00 KS/IPs, therefore, represent the sum of informed inputs and recommendations that will be further considered during the P&B process. Existence as a FY 00 KS/IP indicates institutional priority but does not imply automatic resource allocation for any or all of its proposed implementation elements.** The elements are on the radar screen, but haven’t been targeted for action yet.

Although many units and cross-institutional programs are involved in the development of the FY 00 KS/IPs, their implementation over the next few years is the ultimate responsibility of the following administrators. **The individuals identified below are expected to focus their P&B Proposals/Funding Requests and reallocation plans upon the FY 00 KS/IPs with which they are most directly associated. The other presentations (Office of the President and Agency Programs) will focus upon reallocation of resources toward priorities identified in any of the FY 00 KS/IPs and/or mandatory or critical expenditures.**

FY 00 KS/IP 1 Undergraduate Experience – P/AVP

FY 00 KS/IP 2 Information & Instructional Technology – VPRIT

FY 00 KS/IP 3 Continuing & Educational Outreach – P/AVP

FY 00 KS/IP 4 Diversity – All Vice Presidents

FY 00 KS/IP 5 Enrollment Management – P/AVP, VPSA, VPUA, and VPRIT

These individuals will work with other Vice Presidents, the President, Agencies, and units within their divisions in ensuring the coordination of unit planning with the proposed FY 00 KS/IPs in order to develop the Consolidated Academic and Academic Support Plans and associated FY 00 Planning & Budget Proposals. The Provost/AVP will work closely with the Council of Deans to develop a **Consolidated Academic Plan**, and with the Agency Program Directors to ensure that his presentation identifies and encompasses the highest priorities and associated funding requests from all areas of Academic Affairs that address the above criteria. Each of the other Vice Presidents will work with their divisions to develop **Consolidated Academic Support Plans**.

These consolidated plans identify division proposals that will be considered by the Executive Budget Committee and Strategic Planning Committee during their FY 00 planning and budgeting deliberations. The consolidated plans are expected to include:

- ❑ Statements of the division's highest priority FY 00 KS/IP Elements (IPEs) to be proposed for implementation in FY 00;
- ❑ The resource needs and sources to accomplish this proposed implementation; and
- ❑ Their vision for the phased implementation of the FY 00 KS/IP over the next few years if necessary.

However, due to resource limitations, **only FY 00 KS/IPs 1 (Undergraduate Experience) and limited aspects of FY 00 KS/IP 2 (Information & Instructional Technology), mandatory items, and items of extraordinary need or opportunity will be considered for central allocations of new funds to augment reallocations of existing resources.** The other KS/IPs must be funded from within existing budgets and from reallocations.

It is also assumed that presenters recognize these resource constraints and will monitor the development of their proposals with these realities in mind. Although there is no formal limit upon the number of proposals or reallocation plans that may be submitted, presenters are encouraged to focus upon the do-able and not dilute the process with unobtainable lesser priorities. **To this end, the P/AVP is expected to propose five (5) or less IPEs requiring new resources in support of FY 00 KS/IP 1; the VPRIT two (2) or less proposals in support of FY 00 KS/IP 2; and the other VPs may each submit no more than one (1) proposal requiring new resources directed toward mandatory and/or extraordinary needs, or in support of FY 00 KS/IPs 1 and 2.**

Each FY 00 Proposal/Resource Request must be submitted on Table 1, which identifies, prioritizes and clarifies specific proposals for FY 00 KS/IP Element implementation and provides budget details associated with these efforts. It is important to note that if implementation of the FY 00 Proposal/Resource Request is contingent upon reallocation of existing resources, this must be fully described in the spaces provided in Table 1.

When this information is known, the P&B process will proceed with development of the University Budget for FY 00 and finalization of the *USP for FY 00*. The expectation is that the FY 00 KS/IPs will be continued for further implementation in FY 01.

Reallocation: A Resource Imperative

This is not an incremental budget process and each presenter is expected to review all programs for potential improvements/reallocations prior to presenting a budget for FY 00. Given the projections for the FY 00 budget, and as discussed in the planning process this past year, it is critical that the reallocation of existing resources be used to address the implementation of FY 00 KS/IP Elements and/or other issues (such as prior year activities, mandatory/critical items). Therefore, **all proposals must address reallocation as a means of funding institutional priorities as defined in the FY 00 KS/IPs, or in funding other imperatives that must extend beyond the KS/IPs.**

In order to fully understand the University-wide impact of reallocation and how resources are being applied towards our highest priorities, **any reallocation proposed at the P&B Hearings must specifically indicate how it meets the following definition, and what impact it has on the University as a whole:**

Reallocation occurs when current programs and/or activities are reduced, eliminated, or measurable efficiencies are created, and the resulting freed resources are moved to higher priority programs and/or activities. For the purposes of these hearings, reallocations include any commitment of existing, on-going resources, including positions, as well as any significant one-time/non-recurring funds.

For each proposed reallocation, this information must detail **at least** the following:

- ❑ Source of reallocation;
- ❑ Specific implications of the reduction plus any impact of the proposed reallocation(s) on units other than the one proposing it;
- ❑ How and when the reallocation(s) will be implemented;
- ❑ The proposed redirection of the resources available from the reallocation; and
- ❑ How proposed reallocations address each unit's highest priorities.

All proposed reallocations of permanent base funding that individually or collectively total \$10,000 or more and any that involve reallocation of base budget funded positions, and all significant reallocations (\$10,000 or more) of non-recurring/one-time funding must be submitted for review and approval as part of the campus planning and budget process. There are no exceptions.

Reallocation proposals are submitted as (1) part of a FY 00 Proposal/Resource Request (Table 1), which addresses a specific FY 00 KS/IP, or (2) the P/AVP, other VPs, Agency Programs, and Office of the President may propose reallocations that are not directly linked to the KS/IPs by means of a Reallocation Proposal (Table 2).

The Executive Budget Committee (EBC) is considering the identification of specific **reallocation goals/targets** for each presenter's area based on KS/IP priorities and mandatory expenditures. Any EBC reallocation plan would be defined with a multi-year target for full implementation during the following 2-3 years and would inform budget proposal development.

P&B Assumptions: Shared Understandings

1. The *Context for Planning* and related *Annual Updates of the USP* are the basis for the budget presentation of each unit's plans and resource requests. **Budget presentations must be responsive to the FY 00 KS/IPs**, which, together with the Physical Development Plan and University/College Development Campaign Priorities, compose the USP.
 - *Context for Planning* (<http://www.research.colostate.edu/usp/context.pdf>)
 - *Annual Update of the USP for FY 99* (<http://www.research.colostate.edu/usp/uspfy99.PDF>)
 - Proposed FY 00 KS/IPs (<http://www.research.colostate.edu/usp/ksip00.pdf>)
2. **The FY 00 KS/IPs do not include all the institution's on-going activities.** The planning and budgeting process recognizes that the majority of the University's resources reside in existing, on-going unit budgets, and that new resources are constrained. The FY 00 KS/IPs are intended to inform reallocation decisions within existing budgets, as well as establish parameters for budget proposals.
3. **E&G funding enhancements for FY 00 will focus on the five (5) FY 00 KS/IPs developed during Fall 1998**, as well as mandatory expenditures that impact the entire University. **However, due to resource limitations, only FY 00 KS/IPs 1 (Undergraduate Experience) and limited aspects of FY00 KS/IP 2 (Information & Instructional Technologies), mandatory items, and items of extraordinary need or opportunity will be considered for central allocations of new funds to augment reallocations of existing resources.** The other FY 00 KS/IPs must be funded from within existing budgets and from reallocations.
4. **Planning efforts and identification of associated resource needs are prepared in terms of a 4-year window of implementation.** The 4-year period is considered long enough to support meaningful staged implementation of most activities. The time period required for implementation varies per activity.

5. **Enrollment** estimates of FY 00 enrollment will be provided following the Spring Census.
6. **Tuition** increases will again be impacted by legislative decisions. Current indications are that the State will not “buy-down” resident tuition by 2% as it has in recent years. Therefore, **resident** and **nonresident tuition** are expected to increase by **2.5%**.
7. **State funding** projections/pending requests:
 - a. **General Fund** support for the University is projected to increase by **2.5%**.
 - b. A special appropriation for **Information & Instructional Technology** has been requested. If passed, it could yield up to \$1.5 million for the CSU System but the funds will be earmarked for technology.
 - c. A request has been made for a 1% General Fund base increase to fund **Quality Indicator** initiatives. This request is low on CCHE’s list of priorities.
 - d. This is the third request to increase resident enrollment in Professional Veterinary Medicine: 15 additional resident seats were appropriated in FY 98, 10 in FY 99, and 15 more have been requested for FY 00. If approved, this will generate approximately \$306,000 in FY 00 for **PVM instruction**.
 - e. **Capital funding for new projects** (Chemistry/Biology Building and CSUIITE) appears to be very limited.
8. We will maintain our institutional **commitment to enhance diversity**.
9. **Salary parameters**:
 - a. The University remains committed to **increasing faculty salaries** in order to make progress toward achieving an average salary level equal to those of Peer institutions.
 - b. Salary increases for faculty and Administrative/Professional employees will address **merit, equity and other salary issues** as part of the annual salary increase exercise of the budget process. Salary increases outside this window during FY 00 will be few.
 - c. All units must stay within their **13 fund salary budget control level** when allocating salary dollars, since the budget projections on the central 13 fund fringe pool are based on this figure, as well as assumptions for turnover and vacancies.
10. **Revenue enhancements**:
 - a. Each Vice President/Dean is expected to review and identify any new **market and revenue enhancement opportunities** that might exist, and highlight these during the budget presentation process. It is assumed that, prior to presentation of any potential revenue opportunities, communication will have taken place with any/all appropriate individuals who would be significantly impacted.
 - b. **Important:** Any new revenue source or any significant increase or decrease in an existing revenue source will impact **TABOR** limits (unless you have a program that is exempt from Tabor, such as an Enterprise, 2-1 fund activity, etc.). Therefore, **these must be submitted and reviewed** as a part of the Planning & Budget process. Presentations must include both the incremental and the total annual increase or decrease in revenue as well as the justification for the request since all such revisions directly affect our ability to collect tuition, indirect cost recoveries, interest earnings, etc. under the current TABOR limits.

- c. **Federal funding for research** is expected to increase approximately 3% per year for the next four years (per VPRIT).
- 11. The EBC is considering the identification of specific **reallocation goals/targets** for each presenter's area based on KS/IP priorities and mandatory expenditures. Any EBC reallocation plan would be defined with a multi-year target for full implementation during the following 2-3 years and would inform budget proposal development.
- 12. OBIA will prepare a **variety of financial information** pertinent to the P&B process and share it with presenters and the EBC prior to the hearings. A list of the proposed information and materials may be found in Attachment 6 of this document.

P&B Hearings

The **Budget Hearings** are scheduled for **March 2-3, 1999**, as follows:

March 2 **Noon-4:30 p.m. - Room 123 Ammons Hall**

12:00 p.m. EBC and SPC meet to discuss issues

12:30 p.m. Loren Crabtree - Provost/Academic VP - *To present for all of Academic Affairs and the CSU Agencies (AES, CES CSFS)*

March 3 **Noon-5:30 p.m. - Room 123 Ammons Hall**

12:00 p.m. Shawnee Devlin - President's Office

12:30 p.m. John Scully – VP for University Advancement

1:30 p.m. Gerry Bomotti - VP for Administrative Services

2:30 p.m. Jud Harper - VP for Research & Information Technology

3:30 p.m. Keith Miser - VP for Student Affairs

4:30 p.m. General Follow-up and discussion

Participants: The hearing panel will include the EBC and the other members of the SPC. All members of the Council of Deans are invited to attend both sessions.

Presentations: Each of the seven presentations will provide:.

1. **Prioritized, specific FY 00 KS/IP Element (IPE), mandatory and extraordinary need proposals with associated budget and timing details** for which they will be responsible:
 - a. **Request for New Resources** (Attachment 1, Table 1) – **the P/AVP is expected to propose five (5) or less IPEs requiring new resources in support of FY 00 KS/IP 1; the VPRIT two (2) or less proposals in support of FY 00 KS/IP 2; the other VPs may each submit no more than one (1) proposal requiring new resources directed toward mandatory and/or extraordinary needs, or in support of FY 00 KS/IPs 1 and 2.**
 - b. **Other reallocation proposals** (Attachment 1, Table 2) – **the P/AVP and all VPs are expected to make reallocation proposals that do not include new resources in support of FY 00 KS/IPs 1 through 5, and/or mandatory and other extraordinary needs.**
2. **Answers to specific questions** (Attachment 2)
3. **Tabor considerations** (revenue)

4. **Carryforwards that exceed annual carryover limits and savings account requests** (Attachment 3)
5. **Efficiency and paperwork reduction suggestions** (Attachment 4) – Suggestions are anticipated from all sectors of the University community. **The Office of the President, P/AVP and other VPs should forward suggestions received by February 26 to the VPAS, who will summarize and present them for consideration at a later date.**

More detail about presentation content and format is provided in the attachments, but should questions still remain, an **open forum/workshop on the FY 00 budget process guidelines, principles, and procedures** is scheduled for January 14th at 2:00 p.m. in room 214-216 of the Lory Student Center.

Distribution of Presentation Materials: It is the **responsibility of each presenter** to distribute copies of their P&B Hearing presentation materials **no later than February 26, 1999**, as follows. Labels will be provided to facilitate distribution.

Area	Number of Copies
President	1
P/AVP	2
Academic Deans	8
Library	1
VPRIT	1
VPAS	1

Area	Number of Copies
VPUA	1
VPSA	1
DE0	1
CSU Agencies (Knox)	1
OBIA	2
SPC (in addition to above)	8

Total copies for distribution: 28

Presenters are reminded that the activities they propose as part of their P&B presentations may or may not be included, after modification or consolidation, in the *USP for FY 00* recommended by the SPC to the President.

Development of FY 00 University Budget and USP for FY 00, including FY 01 KS/IP Identification

1. **FY 00 University Budget and USP for FY 00:** The EBC, COD, SPC, and the Faculty Council Committee on Strategic & Financial Planning will collaborate throughout the planning and budget process to develop a University Strategic Plan and Budget for FY 00. The process will be open and accessible to everyone and public hearings will be scheduled to enable the exchange ideas and information.

Following the P&B Hearings, the Chair of the SPC and the Chair of the EBC will develop initial drafts of the *Annual Update of the USP for FY 00* and FY 00 University budget, respectively. This will be a starting point for discussion by the SPC and EBC to ensure that the budget tracks with the USP. Both the USP and the budget will get extensive input from the SPC and the campus community as the process moves along, culminating in a final recommendation to the President.

Two **public fora on the FY 00 planning and budget process** will be hosted by the EBC and the SPC to provide and discuss: (a) a summary overview of the assumptions for the FY 00 USP and budget information that came forward from the hearings, and (b) an opportunity for the campus/public to provide comments and suggestions about budget recommendations and the USP update. These meetings will be held:

Thursday, April 1, 1999	1:00-3:00 p.m.	Rooms 213-215, Lory Student Center
Friday, April 2, 1999	8:00-10:00 p.m.	Rooms 213-215, Lory Student Center

To bring the annual P&B process to closure, the Provost/AVP and the other VPs will follow-up internally with all Deans/Directors, to communicate the final decisions of the *USP for FY 00* and the FY 00 University budget to their areas, including approval or denial of assumptions, requests, reallocations, policy changes, etc., that relate to the material and information presented during the FY 00 P&B Hearings. The Provost/AVP and the other VPs will assure that this communication is complete no later than June 30, 1999.

2. **FY 01 KS/IPs:** It is anticipated that most of the current five FY 00 KS/IPs will be retained for the next 2-3 years. Following the planning/budget process, the SPC and the COD will review the FY 00 KS/IPs and determine if further development will be required during Fall 1999 for consideration at the FY 01 P&B Hearings in March 2000.

Attachments

The following materials are provided to facilitate P&B Hearing presentation development:

1. Instructions for P&B Presentation Tables

Table 1: FY 00 Proposal/Resource Request Form (for use by P/AVP and other VPs)

Table 2: Reallocation Proposal Form (for use by all presenters)

2. Questions & Requirements

3. EBC Policies on Carryforward

4. Call for Efficiency & Paperwork Reduction

5. Schedule for FY 00 P&B Activities

6. Financial Background Information to Be Provided by OBIA

Note: Proposed FY 00 KS/IPs are posted on the WWW at:

<http://www.research.colostate.edu/usp/ksip00.pdf>

Attachment 1: Instructions for P&B Presentation Tables 1 and 2

Table 1: FY 00 Proposal/Resource Request Form (for use by P/AVP and other VPs)

Although the Provost/AVP, the Agency Programs, the Office of the President, and the other Vice Presidents are involved in the process, **only the Provost/AVP and other Vice Presidents will make presentations and submit proposals for FY 00 resources.** The Provost/Academic Vice President will work closely with the Council of Deans and the Agency Program Directors to ensure that his presentation encompasses the priority strategies and associated funding requests from all areas of Academic Affairs. The other Vice Presidents will work with their divisions in a similar manner in the development of their presentations.

The proposals presented at the FY 00 P&B Hearings by the P/AVP and VPs **must address** one of the following items:

- (a) Specific prioritization and implementation of FY 00 KS/IP Elements (IPEs) **for which they are responsible**

FY 00 KS/IP 1 Undergraduate Experience – P/AVP

FY 00 KS/IP 2 Information & Instructional Technology – VPRIT

FY 00 KS/IP 3 Continuing & Educational Outreach – P/AVP

FY 00 KS/IP 4 Diversity – All VPs

FY 00 KS/IP 5 Enrollment Management – P/AVP, VPSA, VPUA, VPRIT

OR

- (b) Mandatory, critical, and/or unanticipated requirements or opportunities that need University planning and budgeting consideration.

However, due to resource limitations, **only FY 00 KS/IPs 1 (Undergraduate Experience) and limited aspects of FY 00 KS/IP 2 (Information & Instructional Technologies), mandatory items, and items of extraordinary need or opportunity will be considered for central allocations of new funds to augment reallocations of existing resources.** The other KS/IPs must be funded from within existing budgets and from reallocations.

To enable the University to focus its resources on the FY 00 KS/IPs and mandatory/critical items, the **P/AVP is expected to propose five (5) or less IPEs requiring new resources in support of FY 00 KS/IP 1; the VPRIT two (2) or less proposals in support of FY 00 KS/IP 2; the other VPs may each submit no more than one (1) proposal requiring new resources directed toward mandatory and/or extraordinary needs, or in support of FY 00 KS/IPs 1 and 2.**

Any request made by the P/AVP and VPs for new resources must be submitted on Table 1 - the FY 00 Proposal/Resource Request form. This table identifies and prioritizes specific implementation proposals for the FY 00 KS/IPs and provides budget details associated with these efforts. Implementation of the proposals submitted for consideration on Table 1 may also be contingent upon reallocation of existing resources, which must be fully described in the spaces provided in Table 1.

Key information to facilitate consistent Table 1 completion is provided in the following instructions/key. Please select the appropriate response from the lists provided.

Instructions/Key
Table 1: FY 00 Proposal/Resource Request

Table 1 provides the required format for any proposal calling for new resources (limited to FY 00 KS/IPs 1 and 2, and/or mandatory or extraordinary need, which may involve another KS/IP). The table may be adjusted in size as needed to clarify your proposal.

Please refer to the following while preparing your proposal:

1. **Submitted by:** ----- Select one: P/AVP, VPRIT, VPAS, VPSA, VPUA
2. **Number/title of IPE or critical need being proposed:** ----- Select FY 00 KS/Implementation Plan Element from list below (e.g., 1.1 The University Core Curriculum)

FY 00 KS/IP 1: Undergraduate Experience

- 1.1 The University Core Curriculum
- 1.2 The University Honors Program
- 1.3 International Programs
- 1.4 "Business Across the Curriculum"
- 1.5 The Information Sciences
- 1.6 Course Availability
- 1.7 The Center for Applied Studies in American Ethnicity
- 1.8 The Center for Teaching and Learning
- 1.9 The Life Sciences
- 1.10 Service Integration Learning

FY 00 KS/IP 2: Information & Instructional Technology

- 2.1 College Information & Instructional Technology Support Personnel
- 2.2 Phase 2 of Campus Information Technology Infrastructure Upgrades
- 2.3 Total Cost of Ownership Model for Computing Hardware & Software
- 2.4 Central Server Upgrades
- 2.5 Plan for Replacement of Major Administrative Software Systems

FY 00 KS/IP 3: Continuing & Educational Outreach

- 3.1 Expand Denver Presence
- 3.2 Expand Portfolio of Distance Programs
- 3.3 Build Statewide Network

FY 00 KS/IP 4: Diversity

- 4.1 Student Recruitment & Retention
- 4.2 Scholarships Faculty, State Classified Staff, & Administrative
- 4.3 Professionals Recruitment & Retention
- 4.4 Campus Climate
- 4.5 Curricula: The Center for Applied Studies in American Ethnicity (CASAE)
- 4.6 Community Partnerships
- 4.7 Responsibility & Accountability

FY 00 KS/IP 5: Enrollment Management

- 5.1 Enrollment Management Structure
- 5.2 Enrollment Management Policy Plan
- 5.3 Admissions Recruiting Plan
- 5.4 Retention Programs
- 5.5 Public Relations Plan to Support & Enhance Enrollment Management

3. **Division priority of this proposal:** ----- With 1 being the highest, of all Implementation Plan Elements submitted by the submitting division, rank the division priority of this proposal (P/AVP is limited to ≤ 5 , VPRIT to ≤ 2 , other VPs to ± 1 .)
4. **Additional clarifying narrative:** ----- If required, text to clarify/modify information in original FY 00 KS/IPE; e.g, activities to be performed, specific objectives and outcomes, context within achievement of overall KS/IP, and implementation timing (FYs 00 through 03), etc., as necessary. If not amended, original IPE stands as proposal.
5. **Budget detail:** ----- Insert data for FY 00 requests and overall needs for IPE implementation; including benefits for personnel support (Barbara Obester, B&FS, 491-0512, can provide direction).
6. **Reallocation detail:** ----- Provide information requested
7. **Tabor implications, and carryforward/savings account requests:** ----- Append as appropriate

Table 1: FY 00 Proposal/Resource Request

1. *Submitted by:*
2. *Number/title of IPE or critical need being proposed:*
3. *Division priority of this proposal:*
4. *Additional clarifying narrative:*
5. *Budget detail:*

Timing	Requested Amount of Increase over FY 99 Base		Change in FTE		
	Base/Recurring	One-time	Faculty	Admin-Pro	SCP
FY 00					
Base Funds		N/A			
One-Time Funds	N/A		N/A	N/A	N/A
Reallocation [see (6) below]					
New Revenue (specify)					
Subtotal: FY 00 Requests					

Future FY Needs (sum over full remaining period of IPE)					
Base Funds		N/A			
One-Time Funds	N/A		N/A	N/A	N/A
Reallocation [see (6) below]					
New Revenue (specify)					
Subtotal: Future FY Needs					

Total IPE implementation need					
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6. *Reallocation detail:*
 - Source(s) of reallocation:
 - Details of reallocation: Amount(s): \$ _____
Fund type(s): _____
FTE (AF/AP/SCP) : _____
 - Impacts of reallocation:
 - How will the reallocation be accommodated?

7. *Tabor implications, and carryforward/savings account requests:*

**Table 2: Reallocation Proposals (13, 14, 15, 17 and 19 Funds)
(for use by all presenters)**

Table 2 (Proposed Reallocations) is to be used for any reallocation that is being proposed during FYs 00 through 03 and which has not already been described as part of a Table 1 FY 00 Proposal/Resource Request. These reallocations may support FY 00 KS/IPs or be a function of unit priorities. Please note that the primary focus of this presentation is upon FY 00 activities and impacts; however, if subsequent reallocation during FYs 01, 02, and/or 03 will be required to complete implementation begun in FY 00, it is important to disclose that information to the extent possible.).

Given the projections for the FY 00 year budget, each presenter is expected to review all programs for potential improvements/reallocations prior to presenting a budget for FY 00. **All presentations must address reallocation as a means of funding institutional priorities.** The Executive Budget Committee is considering the identification of specific reallocation goals/targets for each Vice Presidential area based on FY 00 KS/IP priorities and mandatory expenditures.

For the purposes of the FY 00 P&B Hearings, **reallocations that require mandatory use of Table 2 include:**

- (a) Proposed reallocations of **permanent base funding that individually or collectively total \$10,000 or more, and any that involve reallocation of base budget positions (E&G-funded or other non-E&G categories),** and/or
- (b) All significant reallocations (**\$10,000 or more**) of **non-recurring/one-time funding.**

In order to fully understand the University-wide impact of reallocation and how resources are being applied towards our highest priorities, **any reallocation proposed at the P&B Hearings must specifically indicate how it meets the following definition, and what impact it has on the University as a whole:**

Reallocation occurs when current programs and/or activities are reduced, eliminated, or measurable efficiencies are created, and the resulting freed resources are moved to higher priority programs and/or activities. For the purposes of these hearings, reallocations include any commitment of existing, on-going resources, including positions, as well as any significant one-time/non-recurring funds.

For each proposed reallocation, presenters must consider and provide details addressing **at least** the following:

- Source of reallocation
- Specific implications of the reduction plus any impact of the proposed reallocation(s) on units other than the one proposing it;
- How and when the reallocation(s) will be implemented;
- Proposed use of reallocated resources; and
- How proposed reallocations address the University's highest priorities at the unit level.

TABLE 2: PROPOSED REALLOCATIONS to be implemented during FYs 00 through 03

Submitted by:

Item No.	How Supports University (KS/IP) or Unit Priority	Description of Reallocation	Reallocation Direction										
			Narrative – Proposed Activity & Potential Impact on Department(s)/Programs			Fiscal			From/Decrease		To/Increase		
			Amount	FY ¹	Source ²	Unit	Personnel		Unit	Amount	Personnel		
					FTE	Cat. ³			FTE	Cat. ³			
Ex. 1	FY 00 KS/IP 5.4 – implementation of improved retention program	Eliminate 2 support positions and create a new student retention position to meet admissions goals. Duties performed by positions being eliminated will be reassigned among remaining personnel. No reduction in service level or quality is anticipated.	25,000	00	A	Dept XXX/ #0000	1.0	SC	Dept ZZZ/ #2222		1.0	AF	
			42,000	01	A	Dept YYY/ #1111	1.0	AP					
Ex. 2	Address college turnaway problems	Use college-wide salary savings to provide one-time funding for GTAs to teach additional sections of XYZ to meet anticipated turnaway	70,000	00	B	College AAA/ #33333			Dept CCC/ #4444	35,000	1.5	GA	
									Dept DDD/ #5555	35,000	1.5	GA	

¹FY: 00, 01, 02, 03

²Source (from existing resources):
 A – E&G Base
 B – E&G One-time
 C – Non-E&G Base
 D – Non-E&G One-time

³FTE category: AF – Academic Faculty
 AP – Administrative Professional
 GA – Graduate Assistant
 SC – State Classified

Attachment 2: Questions and Requirements to be Addressed by Each Unit

1. Provost and VPs
 - FY00 Key Strategy/Implementation Plans (KS/IP) and related reallocations.
 - Other proposed base reallocations and/or significant one-time reallocations.
 - Special carryforward issues, as appropriate, and carryforward estimates that exceed the 1.5% limit.
 - Requests for new Savings Plans and/or expansion of previously approved plans.
 - Program reviews to be concluded during FY99 and any resulting/proposed reallocations. Identify programs to be reviewed during FY00.
 - Any critical issues/items/opportunities as appropriate.
 - Reminder to respond to the Vice Presidents' November 2, 1998, *Call for Efficiency and Paperwork Reduction Suggestions* ([Attachment 4](#)) - Suggestions are anticipated from all sectors of the University community. The Office of the President, Provost/Academic Vice President and other Vice Presidents should forward suggestions received by February 26 to the Vice President for Administrative Services, who will summarize and present them for consideration at a later date.
2. All Colleges
 - Fall 1998 and Spring 1999 turnaway data. Plans for Fall 1999
 - Plans for any new degree programs and when they will be implemented
 - Plans for any academic programs identified by the CCHE as low enrollment
 - Compare Graduate enrollment projections for FY00 with estimated enrollment for FY99 and actual FY98 enrollment. Explain any significant increases or decreases.
 - Update on controlled enrollment programs
 - Nature and extent of distance education programs
 - Initiatives related to information sciences
 - Identify the highest priority programs of the College. Discuss any plans for increasing their quality and/or ranking
 - Proposed new, increased, or revised Charges for Technology
 - Plans to expand funded research programs
 - Reminder to respond to the Vice Presidents' November 2, 1998, *Call for Efficiency and Paperwork Reduction Suggestions* ([Attachment 4](#)) - Colleges are encouraged to provide their suggestions to the Provost/Academic Vice President in advance of the February 26 deadline so that they can be forwarded to the Vice President for Administrative Services for summary and consideration at a later date.
3. Provost/AVP
 - Vision for the future of academic programs
 - Enrollment Management Update
 - Plan for "small classes" given FY99 base funding, plus goals for USN &WR, etc.
 - Status of the new CORE curriculum implementation. Enrollment management issues associated with the CORE including new sections, turnaway, class size, Honors courses, etc. Provide specific information on the financial impact of the arts & sciences CORE implementation
 - Retention program update and status on early assessment
 - Nonresident undergraduate student recruitment and assessment of recent investments
 - Proposed changes to Special Course Fees
 - Prioritize additional resident seats for PVM within the context of other Academic Affairs needs
4. Agriculture
 - Address continuing decline in contract and grant funding
 - Update on faculty funding: 13 fund and Agency funds
5. Business
 - Update on funding arrangements for faculty participating in distance education courses
 - Review of 32 fund activity and residual balances

6. Engineering
 - Update on CCHE Programs of Excellence
 - Update on Cost Accounting Standards issues
 - Update on reorganization of Chemistry and Biosources Engineering
7. Natural Resources
 - Update on CCHE Programs of Excellence
 - Update on Cost Accounting Standards issues
8. Applied Human Sciences
 - Update on CCHE Programs of Excellence
 - Status of off-campus RI-funded programs
9. CVMBMS/PVM
 - Update Legislative buy-down of additional resident seats, and specific plans for Fall 99 entering class.
 - Status of CCHE Programs of Excellence
 - Proposed VTH fee/rate increases and projected revenue
10. Liberal Arts
 - Update on Arts and Sciences core implementation and costs
 - Update on CCHE Programs of Excellence
 - Initiatives to incorporate other faculty in Ph. D. programs
11. Natural Sciences
 - Update on Arts and Sciences core implementation and costs
 - Perspectives on enrollments versus degree production
12. Library
 - CARL Alliance Distribution of Funds and Proposed Uses for FY 99 and FY00
 - Status of processing collection, augmentation, and use of previously allocated funds toward the augmentation (e.g. donor funds)
 - Update on uses of technology to enhance Library operations
 - Anticipated inflation on books & periodicals and plans to cover
 - Budget estimate on FY00 replacement services due to disaster since this cost may have to be covered by University funds, and estimate/plan/schedule as to phase out of replacement services.
13. President's Office
14. VPRIT
 - Update on Y2K status for campus
 - Update on modem pool implementation including financial status
 - Graduate School update
 - Athletics Department budget plan
 - Research expenditures and ICR projections
 - Proposed changes to Charges for Technology
 - Compliance plan for Federal Cost Accounting Standards, as well as transition plan
 - Telephone rates
15. VPAS
 - Status of Pilot Training Program
 - Storm drainage issues and plans for main, foothills, and VTH campuses
 - Update on health care benefits plans, costs, etc. for all employee groups
 - New HRS system - progress to date
 - Update on Hazardous Waste Disposal
 - New Buildings Coming on Line and RI Exempt Utilities

16. VPUA

- Define University Development priorities, including capital plan activities for FY00
- Provide annual information on (a) gift processing contract with CSUF, and (b) use of the 1.25% CSUF support fee

17. VPSA

- Update on budget/expenditure projections for Resources for Disabled Students
- Update on plan to address Taxpayer Relief Act of 1997 Reporting Requirements
- Proposed changes in Student Fees
- Verification that any and all student fee issues are in compliance with the Wells Bill.
- Proposed auxiliary rate changes

18. Agency Programs

- Update on:
 - (1) Permanent elimination of internal overhead being charged to the agencies and transfer of equivalent general fund resources to Central
 - (2) Permanent transfer of the agencies' on-campus utilities costs to RI Exempt utilities and offset with a general fund transfer to Central and costs for new facilities coming on-line
 - (3) Future transfer of fringe benefit costs on the agencies' state-funded positions to the Central fringe pool
- Report on final allocation of \$218k in base funds from FY98 changes in SBA reserve requirements
- Update on plans to address salary equity issues via internal reallocations (CSFS)
- Annual update on county support (CE)
- Annual update on commodities revenue (AES)
- Specific plans for reallocation of funding toward new research and outreach initiatives
- Reminder to respond to the Vice Presidents' November 2, 1998, *Call for Efficiency and Paperwork Reduction Suggestions* ([Attachment 4](#)) - Agencies are encouraged to provide their suggestions to the P/AVP in advance of the February 26 deadline so that they can be forwarded to the VPAS for summary and consideration at a later date.

19. Division of Educational Outreach

- Masters in Social Work Program on the Western Slope and plans to expand RI off-campus programs
- Review of accumulated balances in the 3-2 fund and plans to control future accumulations

Note: DEO must provide the EBC/SPC with a complete, detailed proposed budget for each program area using format/style consistent with those provided in previous years, including all relevant financial data including anticipated enrollments, revenues, expenditures, profit/loss calculations, program revisions, etc. The detailed budgets must also include the assumptions to be used in the allocation of ACCESS and GUEST revenues.

The proposed program budgets will not be presented at the hearings, but instead will be reviewed by the EBC/SPC as a part of the post-hearings retreat.

20. Additional Requirements

Concurrent with (but not a part of) the hearings process, FY00 proposed budgets must be developed for the 21, 22 & 32 funds as well as the Auxiliaries/Enterprises. Instructions for completing budgets for these areas will be issued jointly by Business & Financial Services and OBIA.

It is critical to keep in mind that all non-enterprise revenues for these areas impact the TABOR limit for CSU and directly compete with tuition, indirect cost recoveries, interest earnings, and other resources that support the E&G budget. Accurate projection of revenues is absolutely essential to the planning and budget process, as well as justification for these revenues, since we are under Tabor limitations requiring prioritization of all non-enterprise activities.

Attachment 3: Savings Accounts Funding

Because the TABOR amendment is expected to impose significant limitations on CSU's ability to earn revenue, it has become imperative to carefully manage all sources of income so as to take advantage of any relief afforded by the statutes. Concurrently, every effort should be made to reduce E&G fund balance accumulations that should more appropriately be included in other fund groups. Therefore, funding that qualifies for Plant Funds should be placed in that fund group rather than E&G savings accounts. In addition, uncommitted funds in the Research Building Revolving Fund (RBRF) should be used, whenever possible, for qualifying expenditures that would otherwise be made from DA/RSP allocations.

Guidelines for Transfer of Funds to the Plant Fund

Funds may be transferred to the Plant Fund for the following purposes, regardless of amount:

- Construction or purchase of new buildings/facilities
- Renovations, modifications, and improvements to buildings/facilities
- Fixed or major equipment installed as a part of the new facility or renovation/upgrade

General Rules:

- Once funds have been placed in a Plant Fund account, they cannot be returned without the specific approval of the EBC.
- Funds already in the Plant Fund may be applied to other Plant Fund activities (example: Building A comes in under bid and the savings are applied to Building B).

Guidelines for the use of Uncommitted Balances in the RBRF

Uncommitted college funds in the RBRF may be committed for planned expenditures identified in a Savings account if they meet the following statutory criteria:

- Construction or purchase of new research buildings/facilities
- Renovations, modifications, and improvements to research buildings/facilities
- Purchases of research equipment and software

Funds so committed will be subject to the following restrictions:

- All expenditures must be made in the RBRF. Residual balances may not be moved out of the RBRF.
- Each college and vice president will be given a single RBRF account. The dean or vice president will then be responsible for maintaining project-level records for all funds transferred into the college/unit RBRF account.
- The VPRIT will have final signature and approval authority on all RBRF accounts.

NOTE: In all other instances, i.e., not appropriate to Plant Funds or the RBRF, current savings policies apply.

Attachment 4:

MEMORANDUM

Date: November 2, 1998

To: Faculty and Staff of Colorado State University

From: Loren Crabtree, Provost and Academic Vice President
Gerry Bomotti, Vice President for Administrative Services
Jud Harper, Vice President for Research and Information Technology
Keith Miser, Vice President for Student Affairs
John Scully, Vice President for University Advancement

Re: Call for Efficiency and Paperwork Reduction Suggestions

The individual who first spoke the ancient phrase/curse "may you live in interesting times" could never have imagined the mountain of paperwork and bureaucratic processes facing administrators, faculty and staff in today's institutions of higher education. It often seems that for each step we have made to decrease paperwork and increase efficiency, additional regulations, requirements and mandates take us two steps back. It is, therefore, important that we constantly evaluate our processes and activities to see how we can alleviate some of our collective headaches and workload, while still meeting requirements that we face. In this context we are asking each Vice President and Dean to ask their Directors and all faculty and staff to bring forward a summary list (maximum one page - we do not wish to create another major report requirement!) of the following two items.

- (a) efficiencies each unit will implement to reduce paperwork and administrative overhead, and
- (b) efficiencies recommended for consideration by the University (meaning they are beyond the direct control of the unit making the suggestion), especially those that would reduce paperwork and/or seemingly unnecessary bureaucratic, procedural or evaluative reporting requirements.

This information is requested to come forward from each VP and Dean unit during the annual Planning and Budget hearings. This means that it should be ready for distribution no later than February 26, 1999, for discussion/review during the March 2-3, 1999 planning and budget hearings.

Our hope and desire is that we can identify some efficiencies and improvements in institutional processes (including meetings, required reports, streamlined procedures, etc.), and that this will lead to more time for the many important priorities we face. Like any process to identify things we could do without, there will be some suggestions that are not feasible and/or practical, but this should not inhibit any of us in forwarding a suggestion.

This campus-wide communication is to alert you to the fact that we will be gathering these suggestions through the annual planning and budget process. You should expect to hear more about this from your supervisor in the near future. Please give some thought and consideration to ideas and suggestions that you wish to share with your supervisor. For anyone not comfortable with this structure for information gathering, there are other avenues available for you to submit your suggestions, including CAM-O-GRAM.

Thank you in advance for your thoughtful consideration to this request, and for assisting the University in identifying areas for improvement and efficiency.

Attachment 5: 1999 Schedule For FY00 Budget Activities

Notes: *During the budget process, the Chair of the Faculty Council Committee on Strategic and Financial Planning works closely with the Executive Budget Committee to review FY00 budget issues and questions. Items in **BOLD** have been highlighted for special emphasis.*

<u>DATE</u>	<u>ACTIVITY</u>
October 6	Call for Capital and Development Priorities; instructions distributed to campus.
October 22	VPs discuss capital budget priorities with COD.
November (month)	Review of University Benefits issues. Begin drafting initial overhead rate proposal including fringe benefit rates for FY00.
November 3	EBC reviews proposed FY00 KS/IPs and general planning/budget assumptions.
November 20	EBC identifies proposed Plan for Reallocation of Resources. Proposed KS/IPs due to VPRIT.
November 30-	
December 22	University open comment period on FY00 KS/IPs and Financial Assumptions.
December 1	Facilities distributes draft schedule of new buildings coming on line.
December 4	<ul style="list-style-type: none"> • Capital priorities/projects recommendations due to Facilities Management. • Development priorities due to University Advancement.
December 11	<ul style="list-style-type: none"> • Initial overhead proposal and fringe benefits rates due to EBC. (For 12/15/98 EBC meeting) • Draft Planning/Budget Process and Hearings Guidelines to EBC. (For 12/15/98 EBC meeting)
December 15	Tenure and Promotion applications due back to Provost.
December 17-	
February 2	Faculty Council Committee on Strategic & Financial Planning reviews draft Context for Planning and makes recommendations to the Faculty Council for action and comment to the President/SPC.
December 18	<p>Planning/Budget Process and Hearings Guidelines distributed to Deans. In addition to specific questions included in the guidelines, the following items must be included in presentation packages for review at the budget hearings:</p> <ul style="list-style-type: none"> • College and Division Detailed Reallocation Plans. (All Areas) • Brief description of actions taken to reduce paperwork, meetings, and bureaucracy. (All Areas) • Turnaway • Program Review Outcomes. (All Areas) • Proposed changes and increases to student fees. (VPSA) • Proposed changes and increases to Student Course Fees and Technology Charges. (P/AVP) • Draft VTH rate increase proposal. (VMBS) • Detail of county support. (CE) • Detail of commodities income. (AES) • Distribution of CARL Alliance funds and draft expenditure proposal. (Library) • DEO Proposed Program Budgets. • Telephone, long distance, modem rates, and IT/network support proposals (VPRIT)
December 22	Close comment period on FY00 KS/IPs and Financial Assumptions.
January 7	PDI session on <i>Strategic Planning - Where Do I Fit In?</i>
January 12	J. Harper and G. Bomotti (or full EBC committee) meet with President Yates to review DRAFT FY00 Planning/Budget guidelines & process and to obtain President's recommendations. (During regular EBC meeting time)
January 12	Program Review Action Plans completed by Provost and copies forwarded to Council of Deans.

1999 SCHEDULE FOR FY00 BUDGET ACTIVITIES

- January 14 COD to discuss Promotion & Tenure recommendations.
- January 14 **Open forum/workshop** on guidelines, principles, and procedures for the FY00 Planning/Budget process. (2:00 pm Room 214-216 Lory Student Center)
- January 15 University comments incorporated and proposed FY00 KS/IPs distributed to P/B Hearing presenters.
- January 18-
February 12 University comment period on Draft Context for Planning for FY00-04
- January 26 Close comment period on draft *Context for Planning for FY00-04*.
- January 28-
February 11 P/AVP-Council of Deans develop consolidated Academic P/B Hearings proposal.
- February 9
 - PDC sends final draft *10-Year Physical Development Plan* list to EBC.
 - VPUA submits *University & College Development Campaign Priorities* to EBC.
- February 16 EBC establishes initial FY00 budget parameters including salary increases, fringe rates, overhead/indirect cost rates, exempt accounts, etc. Information provided to the Council of Deans and Faculty Council Committee on Strategic and Financial Planning.
- February 18 EBC discusses initial FY00 budget parameters, proposed *10-Year Physical Development Plan*, and the *University & College Development Campaign Priorities* with the COD.
- February 26
 - Distribute Budget Hearings presentation materials. OBIA will provide distribution list.
 - Summary listing of proposed actions to reduce paperwork and bureaucracy and to improve efficiency are due to the Provost and Vice Presidents.
- March 2-3 **FY00 BUDGET HEARINGS** (approximately two 5-hour sessions - schedule attached).
All members of the Council of Deans are encouraged to attend both sessions.
- March 5 EBC Retreat (draft FY00 budget recommendations and input for USP planning).
- March 8-12 Spring Break
- March 16 EBC meets with President to discuss FY00 budget parameters, final draft capital outlay priority list, and Development Priorities (during Cabinet time).
- March 20-
April 9 University community comment period. Using input from P/B Hearings, the following are made available for University community comment:
 - Proposed FY00 Budget Assumptions
 - Proposed *Update of USP for FY00* (FY00 KS/IPs, *10-Year Physical Development Plan*, and the *University & College Development Campaign Priorities*)
 - Recommendations for FY01 KS/IPs
- April 1-2 **Open Fora** on Proposed FY00 Budget Priorities, *Update of USP for FY00* (FY00 KS/IPs, *10-Year Physical Development Plan*, *University & College Development Campaign Priorities*, and recommendations for FY01 KS/IPs.

(April 1: 1-3 pm, Room 213-215 Lory Student Center; April 2: 8-10 am, Room 213-215 Lory Student Center)
- April 9 Close comment period for proposed FY00 Budget priorities, update of the USP for FY00, and recommendations for FY01 KS/IPs.
- April 13 EBC meets with President to Review Final FY00 Budget recommendations. (During regular EBC meeting time)

1999 SCHEDULE FOR FY00 BUDGET ACTIVITIES

April 14- May 4	Faculty Council Committee on Strategic & Financial Planning reviews and recommends Faculty Council action on the proposed update of the USP for FY00 for comment to the President and SPC.
May 5	<ul style="list-style-type: none">• SBA approves FY99 revised Operating Budget and reviews/approves Physical Development Plan.• SBA Budget Committee meets to review FY00 proposed budgets.
May 15	SPC completes USP for FY00 update and presents to the President for consideration.
May 21	Prepare FY00 Budget Request and Salary Action Report for June SBA.
June 9	SBA Meeting - Approval of FY00 Operating Budgets.
June 11	OBIA releases FY00 budget allocations to all areas.
June 15	SPC/COD identify FY01 KS/IPs to be developed for FY01 Planning/Budget Hearings.
June 20	Finalize FY99 KS/IP accomplishments for publication in the President's Letter.
June 30	Update of USP for FY00 published including proposed FY00 budget allocation data, FY00 KS/IPs, Physical Development Plan, the University/College Development Campaign Priorities, and Identifies FY01 KS/IPs to be developed.
July 30	Finalize President's Letter with FY99 USP accomplishments, analysis of FY99 expenditures against the plan, and FY00 proposed budget allocation data.

Abbreviations:	SBA (State Board of Agriculture)	COD (Council of Deans)	EBC (Executive Budget Committee)
	PDC (Physical Development Committee)	SPC (Strategic Planning Committee)	USP (University Strategic Plan)
	AES (Agricultural Experiment Station)	CE (Cooperative Extension Services)	CSFS (Colorado State Forest Service)
	KS/IP (Key Strategies/Implementation Plan)		

Attachment 6: Materials to be Provided for 1999 Budget Hearings

Budget Information and Comparisons

- FY99 E&G Base Budget (budget pool by dept/college for 13,16 &25 funds)
- Budget Summary by Vice President and College, 1995-96 through 1998-99
- Operating Budget Summary, 1998-99

Salary Information

- Faculty & Non-faculty Raise Base (13 Fund)
- Salary Control Totals for Fringe Benefits (13 Fund)
- FY00 Fringe Benefit Rates
- 16 Fund salary base

Inflation Information and History Tables

- CSU State Funding History vs. Higher Education & State of Colorado (CPI/HEPI)
- Comparison of Changes in Price Indices, General Fund Appropriations, and Tuition
- Tuition Rate Growth Summary
- Summary of Salary Increases
- Faculty Salary Increases vs. CPI
- E&G Budget, FY98 and FY99

Other

- *Assets & Liabilities* for FY00
- CCHE Awards update
- Listing of account balance information for 21/22/32 funds
- Approved Savings Plans Update