

California State University, Chico
Academic Senate
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MEMORANDUM

UNIVERSITY BUDGET COMMITTEE MINUTES
September 11, 2020, 8:00-10:00, ZOOM

Boyd welcomed everyone to the meeting and encouraged people to label themselves in the participants list as guests or members of the UBC at 8:02. [00:05-2:30]

She thanked Paiva (Vice Chair) for admitting people and monitoring the public chat.

1. **Approve Minutes of [May 11, 2020](#) and [July 27, 2020](#)** [2:30-4:10]
Minutes of May 11, 2020 and July 27, 2020 Approved.
2. **Approve Agenda** [4:19-5:04]
Agenda Approved.
3. **Opening remarks, [UBC Overview and Budget Cycle Review](#) – Hutchinson** [5:05-]
Boyd introduced President Hutchinson to present some opening remarks before she began a discussion of the charge and functions of UBC.

Hutchinson reminded everyone that this is a memorial anniversary of the 9/11 terrorist attacks nineteen years ago and hoped everyone would take a moment to remember the loss people experienced.

She observed that the University stands in support of Black Lives Matter and will be working extremely hard this year on becoming an anti-racist institution.

She said there are outreach efforts underway to touch bases with faculty, staff and students who may be impacted by the Bear Fire (North Complex Western Zone Fire). There are roughly 100 faculty and staff who are in the evacuation areas and approximately 200 students. She hoped if anyone knew of others, they would direct them to campus resources, and if they are an employee to campus HR. If they are students send them to the Wellcat Counselling center.

She congratulated everyone for the work of stepping up to continue to deliver high quality instruction to our students as they make progress to their degrees.

[Slide 2] Boyd read the charge of UBC and explained its functions to monitor and make timely recommendations during the decision-making process of formulating plans and allocating funds to achieve the short and long-term goals of academic programs and the strategic goals of the university.

[Slide 3] Hutchinson described the State Budget Cycle that begins in July through October and explained how the CSU budget planning process must align with it. This preparation is targeted to create a budget request that will be submitted to the November Board of Trustees meeting and then sent to the state.

From then until January, the Governor's Office takes this request and considers it with all the others from all the state agencies and entities across the system to create a California general fund budget. During this time and after, it is useful to observe how the Legislative Analyst's Office is interpreting what the budget plans look like for education and other parts of the State economy.

The period between January and May is a time for advocacy and many of us from Chico go to Sacramento to appeal to the legislature and Governor to support the CSU. The unions join AS and all the system Presidents and members of the campuses to appeal to the Legislators to keep the CSU as a priority in their planning.

In May, the Governor releases the May Revise which takes into account all the conversations over the fiscal year. The Legislature will then pass the State Budget in June and the CSU budget is finalized.

[Slide 4] Hutchinson detailed how the Chico Budget Cycle fits into this state cycle. Our budget comes in July with many varied requirements which we try release to the campus divisions by September. We will then hold a UBC meeting to gain input as the cycle begins for the next fiscal year and will hold another in November to review the Chancellor's requests. In March UBC will review the Governor's allocation and the CSU proposal and try to figure out what that might mean for Chico State and this is repeated in April and May.

This year we are working with three uncertainties:

- COVID-19 impacts. (She was proud of everyone for making the adjustments to become virtual)
- State allocation variables -there may be a mid-year adjustment (COVID impacts nationally and statewide, wildfires)
- Enrollment (Although enrollment is better than anticipated it is still uncertain as we remain predominantly virtual in the Spring)

[Slide 5] notes the Fall and Spring UBC meetings scheduled. Boyd observed that these meetings sometimes need to be moved if circumstances change, but these will be adequately noticed to the campus.

4. Enrollment Update — Ross [20:23-30:29]

[Slide 2] Jerry Ross, (AVP Enrollment Management) reported that some positive developments occurred this Fall. We over performed in some areas. He said we started this enrollment cycle in Fall 19 and were significantly behind at all levels, but our new first-time Freshmen and Transfers and Graduate/Credential /International enrollment were both over target (set back in February). This has given us a little more security from a budget standpoint.

[Slide 3] We continue to watch Withdrawals as we have moved to virtual classes and have lost our students in the residence halls. We are slightly over the number of withdrawals we had planned for and over half of these reported that this is COVID related. We have intentionally tracked planned educational leaves (PDLs) but even with these our headcount and FTES remain strong and over target for Fall 2020. (We are still down from Fall 19 comparisons).

[Slide 4] We have started our Spring Application and admissions cycle. We are down for Transfer students (this was expected even before COVID because of enrollments trends at our feeder colleges -especially Butte College which has seen a drastic enrollment decrease over the last few years). We are trying to compensate for this by trying to increase our yield.

First-time freshman numbers increased. We opened enrollment earlier and in a broader way than we did in the past. We hope additional students who deferred in the Fall will also enroll in the Spring. Graduate numbers are still pending as they just opened up their enrollment cycle.

[Slide 5] Enrollment works in multiple cycles and we are still working on Fall 2021 Planning and starting recruitment for this period. The Timeline and Key Activities were shared. Recruitment activities must be virtual and the Fall Preview Day will be as well. There are ongoing plans to think about how this can be fruitful and engaging to students and their families. (We are using social media and ZOOM meetings for outreach).

The Chancellor's office offered us some flexibility in how we use test scores for as criteria for admission and Senate committees were consulted to implement this. We will rely more heavily on GPA.

[Slide 6] We are working on a new Strategic Enrollment Management Plan (the previous plan lapsed in 2017). This will be a campus wide inclusive effort working with the University Strategic Plan which will chart the future of enrollment at Chico State. There will be a steering committee and a number of highly targeted committees to accomplish this.

5. Review of 2019-20 Reserves and Balances – Kitchell [30:30-53:10]

[Slide 1] Boyd introduced Jeni Kitchell (AVP Budget and Operations) who explained that this first meeting of the year often provides a retrospective look back at our budget of the prior year. We will look at how we spent our budget and what our reserves and balances are going into the new year.

[Slide 2] 2019-20 Budget to Actuals. This presentation looks at the budget planned last Fall and describes the actual revenue and expense transactions that occurred during the year (before the fiscal year ended on June 30). We can compare what we planned to spend and what we actually spent.

[Slide 3] shows the Operating Fund. This is where state support and student fees are being Transacted. The Base Budget shows what student support and state support were last year

and how they were allocated out to each of the divisions. \$248M was the base budget which is Revised by one-time funds delivered by the Chancellor's Office or remaining in our reserves (\$296M). Each of the divisions spent their funds (Actuals column \$244M) and also had Encumbrances of \$2.8M (like outstanding purchase orders that we had not yet paid for by June 30). This left a Balance of \$49.7M

[Slide 4] June 30, 2020 Reserve Balances shows the operating funds the University to supplement efforts on campus that have specific purposes that sometimes have specific restrictions on their use. This chart shows the balances that remain in each of the funds.

She pointed out a few of the funds. The Capital Projects Mgmt is used to fund the University Master Plan. Health Facilities and Health Services help support the Health Center. Instructionally Related Activities is another student funded program.

[Slide 5] shows the Reserve Balances of Self-Support Programs. These charge fees of them services and some of them have debt obligations. These are tasked with standing on their own and are not typically supported by the funds we already discussed. They include Regional and Continuing Education, Parking, Housing and the Student Union. The Operating Fund notes the key revenue that is going to these services. Each of these Auxiliaries has facility needs that must be supported through Maintenance and Repair or Capital Improvements. This shows the funds available at the end of the year but there are also funds designated for capital projects.

[Slide 6] shows the Open gov 2029-20 Actuals by Expenditure Category which have been uploaded. Community members can drill down and get more detail about expenditures and look at three years of Actual operating fund expenditures overall.

[Slide 7] provides a visualization of 3years of Actual Operating Fund Expenditures by Divisions

Jeni Kitchell asked for questions:

- Ford asked when the revised budget is created [Slide 3]. Kitchell noted these revisions occur throughout the year. The revised budget is made-up of the funds carried over from the pervious year and one time funds received (which mostly come from the CO).
- Are the auxiliary funds available right now? Kitchell answered that they were in the designated categories at the end of last year.
- Holbert remarked that students would like to know about the student fees that have been collected for services that may not be fully accessible or are not utilized in the same way because of COVID. Are their fees that should be returned?

Kitchell said that tuition pays for the majority of the services across the campus and some additional fees are set by the CO though not all of them. Some fees support Student Health. The Student Learning Fees support much of the equipment that is supplemental in

the classroom and the consolidated course fees pay for licenses for software used in class. Use of funds in a virtual environment is sometimes just different from face to face but there is still cost to the services. Fees associated with Parking and the Union are still being assessed though with Parking there is a \$700,000 debt payment due each year. There are some fees that are flat fees and do not have to do with use fees exactly.

Larson said that the IRA fees were being evaluated and her recommendation will be coming soon.

- Sistrunk asked how certain reserves go to Capital Projects [Slide4]. Kitchell said that some of these moneys are used to fund planning for future projects and feasibility studies that are part of the Master Plan. Some funds are set aside and actually contribute to the specific project (new system-wide rules require campuses to have 10% of the cost of projected projects. We slowly set aside money to reach these amounts.
- Sistrunk also asked how he would find out the amounts that other units have given to RCE. He knew Academic Affairs sometimes gave funds to RCE. How could he trace those things and find out how that is decided [Slide 5]. Kitchell said he could find the actual transactions in Opengov and in the expenditures of one unit and the funds given to another. There is clear guidance about how we can transact between all the different funds. She would be glad to answer specific questions if people reach out to her.

Mike Guzzi, (VP Facilities Management Services) emphasized that much of the money put into Capital Projects reserves come from previous capital projects.

6. **2020-21 Campus Budget Allocation Plan – Kitchell** [53:17-1:11:25]

[Slide 1] Kitchell said we will now examine the current budget. This is the time in the budget cycle where the campus is starting to look at our campus priorities. The state finalized its budget plans in late June and our campus received its budget by mid July. The campus has been working through our own estimates and especially tuition and fees.

• **Link between Enrollment and Budget**

[Slide 2] 20-21 Campus Budget Planning: Operating Budget 1. State Support 2. Tuition & Fees

This slide has been shared on many occasions and the first three columns should look familiar. It shows the two main funding sources of the budget. The first column is last year's budget for both state support and tuition and fees and the whole chart shows the way projections have evolved over time as enrollment fluctuated. The last column shows how enrollment is looking better than we had projected. There is more certainty as the semester moves on and it looks like we can revise our budget based on our stronger numbers.

Annualized FTES will be @14,500 next year and this will be the budgeted number for the full year. It looks like enrollment for the Fall semester will be around 16,800 or 16,900 and if we annualize that number it will be around 15,400. Thus, the annualized FTES might be some 900 more which allows us to budget at 14,500. This adds about \$6M to the budget than we had planned a few weeks ago.

We will still have a funding decrease of 17,401,000. This shows how enrollment is key to the budget plan.

- Holbert asked if there is any chance of refunding the students any fees while we are allocating funds for next year? Hutchinson said the answer is “yes”. There will be a proposal from the Provost soon and conversation can continue in CFAC.

Kitchell added that this calculation is only concerned with tuition which is set system-wide and does not deal with student fees. She said the challenge will be to maintain staff and services and the University will be using its reserve funding more than it had planned.

Holbert said she was not thinking of these funds but realized things can roll over and wondered if that was a place to think about returning funds to students.

[Slide 3] 2020-21 Campus Budget Plan: Operating Fund

Shows the two main components of our budget: State support and tuition. Last year our budget was \$248,617, 061 and this year it will be \$231,394,462 which is a 7% reduction.

[Slide 4] 20-21 Campus Budget Plan: Funding Sources Application fees will be going down and other reductions from Enrollment Management numbers will also apply.

[Slide 5] 20-21 Campus Budget Plan: Funding Allocations. This shows all the divisional allocations. We received some increases from 19-20 retirements, and we are making institutional investments which are new for around \$6M. Our higher enrollment allowed us to do this. The \$2M Centrally Managed investments will be made over the year for our strategic planning. This also shows how every division is taking a pro rata share of the reductions

Sherman noted the Institutional Investment in Academic Affairs is in response to the increased student numbers. The investment in Advancement was made some time ago to ensure that it had the talent needed to support the entire campus through fund-raising. The Centrally Managed fund is an attempt to ensure that our strategic priorities continue to develop. She said she was pleased we could continue to ensure our commitment to the students and the institution was upheld.

- Ford asked about the money given to University Advancement because he thought those funds were typically restricted and hard to channel to operations. He wondered if channeling funds this way would mean they could not be returned.

Sherman answered that this money was to support university employees which is usual. We have not been supporting their infrastructure as the work demands.

Boura reminded everyone that university Advancement is more than just fund-raising. Our division houses university communications which works for the success of the university but also manages the media and the press. University Public Engagement falls to them as does alumni advancement and engagement which a creative service in addition to development. He confirmed that about 98% of the gifts received are

restricted as earmarked to the colleges and units across campus. However these gifts come in different formats -some are operational.

Kitchell added that the Centrally Managed funds of \$2M will be moved into the divisions as base funding as they are allocated to support the strategic plan over the year. \$25M of this will go back to students as financial aid and \$11.5M of the student restricted fees are also here. There is not much flexibility with these dollars.

• **Division Updates (detailed update at future meeting) Vice Presidents** [1:11:26-1:47:32]
[Slide 1] Kitchell turned over the conversation to the Vice Presidents to report briefly on their budget development so far.

i. University Advancement

[Slide 2] Boura reported that his division's allocation from the state was about \$5.4M and expenses for the division were about \$6.5M. This will require that they utilize about \$840,000 of their reserves allocated to campaign activities and support which will lower their overall reserves to about \$1.7M

ii. Student Affairs

[Slide 3] Parsons-Ellis said Student Affairs is making its allocations to the departments which will reflect operational cuts. The departmental cuts will not be pro rata, but will reflect operational needs prioritizing student engagement, safety and persistence. This will require dipping into divisional reserves to sustain operational infrastructure.

- Sistrunk asked where students would go to get information about committees and minutes that preserve how budget decisions were made in the division.

Parsons-Ellis answered that Student Affairs does not have a budget committee per se, she just meets with the department leads. Every department creates an annual report and part of this reflects resource use. Kitchell added that Open gov allows anyone to drill down with their questions and they can click on Student Affairs for information and they can see department level budgeting and actuals.

Sistrunk said he was interested in process if people want to participate in how decisions are made. Parsons-Ellis noted that much of the division budget was dedicated to salaries and there was little left over for operational flexibility.

Kitchell noted that Open gov will allow someone to see what was done and discern trends, but decision-making itself might be less clear.

Boyd said that there will be more extensive update at later meetings of UBC. We are a little ahead of census but knew that budget implications of COVID would be on everyone's mind.

iii. Business & Finance

[Slide 4] Sherman said she would focus on what her division has been doing in the last year and what is coming. A key focus as a support organization has been to be as efficient in our

processes as possible. We support the whole campus, but we are not direct facing with most of the students. We are the backbone of the campus but remain mysterious.

There have been major improvements this year:

- We have implemented Concur travel and efficient expense reporting system. This will dramatically reduce paperwork, allow tracking for travel and reduce expenses
She congratulated Melissa Taylor and her team for their work
- Sara Rumiano and her procurement team have worked with system-wide procurement opportunities and they have exceeded their savings target
- The Boiler Chiller team have kept the campus heated and cooled in the midst of all the crazy weather in the past months. We have saved about \$160,000 a month in energy costs and she wanted to give them a shout out.

As we look forward there has been a lot of work underway.

- Anna Magana's team in Student Financial Services have been moving to answer student questions about tuition, refunds for leaving, fee reductions. They have worked to sustain the students and maintain the reputation of the campus
- She thanked the essential workers who remained on campus (FM and UPD)
- Getting rid of wet signature requirements and making sure everyone who has to look at a document is adding value and success to the purpose of the work
- How do we assure that everyone in Business and Finance is achieving their mission
- As constituents and partners in the division outcomes, she looked forward to collaborating in the future with faculty, staff and students

Ella Snyder said she recognized that tuition and fees were being used to deliver the same services as done in face to face efforts in a new way, she still thought there was some money to return (like in the student learning fee and money intended for physical items that cannot be used now and cannot be transferred to an online use). She hoped we can look further into this as some students are turning to lawsuits to seek redress. She is on CFAC and can pursue the question there but wanted to be sure that UBC knew of her concerns if they act.

Sherman note that there has been much discussion across the system about these questions and wanted to emphasize that everyone is in agreement with this desire.

iv. Academic Affairs

Larson reported that she wanted to give a little more detail in her presentation since Academic Affairs carries the lion's share of the budget and there are many who are curious about the decisions being made.

She commented quickly on the role of IRA and CFAC in recommendations about student fees, according to EO 1102. Whenever there is a change in fees, CFA is supposed to have consultation with the President and make their recommendation. The IRA has a similar role on our campus because we have imbedded this EO principles in our EM.

She also noted that many faculty are working with students to facilitate the use of hands on equipment and sample in their homes.

Larson was gratified that enrollment projections have looked more positive.

[Slide 1] 2020-21 Sources and Uses in Academic Affairs. This slide shows the baseline from the 2019-20 academic year as well as the earlier reduction and the institutional investment funds returned. At the end of the day the division will have a reduction of \$13.2M from last year.

We will make up this shortfall and meet the challenges in several ways:

- The division had already come in with a plan to cut about 5.8% from its operating costs.
- The colleges represent 52-55% of the total division budget. About \$2M of the institutional investment money will be distributed across the colleges.
- the colleges are only enduring a reduction of 2% from last year
- It appears our annualized FTE will be almost the same as last year
- The support units will manage a cut of between 3-5%
- Benefits have gone up because we have increased our hiring (in lecturer ranks particularly) and have another \$600,000 in obligations to pay
- The slide shows how we are balancing our sources of revenue with our uses of it
- We have reduced our operating expenses by roughly 2.8%
- We are making up the difference by utilizing our reserves (\$6M from centralized reserves and \$3M of what is normally rolled back to the units). 71% of our reduction of our debt is being made up by reserves
- Many of our expenses were reduced after March and we have gone into a hiring chill
- We are being forced to use our one-time moneys to keep our services robust -it is clearly a rainy day now!

[Slide 2] 20-21 College Allocation (distributing 52% of Institutional Investment)

Larson explained that the first column captures the Allocation plan made when the division leaders believed they would have an enrollment of 13,455 FTES. This was changed when it looked like we would have an FTES of 15,291. It has become clear that the colleges will have different changes in their FTES, so the Institutional Investment funds have been distributed to support instruction according to the different enrollment demands.

We have set aside the \$1.2M remaining in the investment fund for contingencies. There is also concern about the warnings that there will be amid year adjustment to the State budget. We will have to worry about keeping our rollover because next year we will need to use another \$9M in reserves to meet the obligations that we did this year.

Questions were addressed:

- Sistrunk praised the faculty for the sacrifice of their professional development moneys that make up part of the college reserves that are being swept. Larson said that professional development funds are not being used in this reserve and those funds have been rolled back over to the colleges. She said that some changes had been made when she first came to Chico and eliminated Chairs and Lecturers' PD because we were in a deficit mode of roughly \$5M
- Ferrari wondered if she could get numbers from units in the division that are not colleges. She noted that Faculty Development was cut 5% and also lost lottery funds so that the total cuts were about 13%. Larson answered that Ferrari should speak with Jennifer Mays because she

is fairly sure that Ferrari is getting additional lottery money. She also said she is trying to remediate similar problems in TLP as well.

- Paiva asked if the redistribution of the Institutional Investment money giving us a better idea of shifting enrollment? Larson observed that we can see a tremendous shift in BSS, but that Jennifer Mays was more closely involved in understanding the changing FTES numbers on that level. All the colleges have grown, but there are differences in their growth.

Boyd thought we could return to this particular question at the next UBC.

- Ford asked if the changes in FTES Delta column of the Slide 2 were made after the application of the ABC Model the way it has been applied in the past, or does this represent a different approach.

Larson said this is just based on the changes in FTES. She said we broke the model this year because with the deficit looming, if we applied the ABC Model, HFA and NS would have been unable to conduct their business. We will return to the ABC Model and use 19-20 as the baseline, but it could not be used this year.

7. CARES Act Funding Review – Sherman [1:47:33-1:55:16]

- CARES Act Website <https://www.csuchico.edu/coronavirus/caresact.shtml>

- CARES Act Review/Update

Sherman wanted to talk about CARES Act funding because she had received many questions about it. She had two points:

- 88% of Chico State's Cares Act money has been allocated or refunded to students.
- 12% of the remaining money was applied to training like the Go Virtual Summer Institutes, technology and COVID specific equipment and supplies.

[Slide 2] There were three tranches of money available to us:

Traunch 1) under the CARES Act had to be sent immediately to students (\$9,979,696)

Traunch 2) whatever Chico State decided was most important in responding to the COVID Pandemic (\$9,979,695)

Traunch 3) we received because we are a Hispanic Serving Institution (\$1,413,862)

The website provided above details exactly how all the money was spent. [Slide 3] In addition to the Emergency relief fund money that went to students, \$9,975,696 was given to students from our own campus reserves, we gave another \$439,000 to assist our students who may not have been eligible under the CARES Act. This may have been International students, DACA students, undocumented students, or students who were on-line.

As of today, Traunch 2: Institutional Use we have dispersed over \$6M of our \$9M. See [Slide 4] for ideas about how to spend the remainder. There are some technology upgrades that will be happening over the next several months.

[Slide 5] of the Traunch 3 funds, we have spent \$1,213,618 and this fall we will spend an additional \$200,244 to help students go online.

For Institutional Use:

- We spent \$5M on students for housing refunds in the Spring
- \$2.5M for housing for students this Fall
- Many more projects (see weblink)

For the Fall, the \$200,000 has gone to student emergency grants and there is a team working on making these awards,

8. **Discussion: future multi-year budget outlook, including reserve spending, hiring chill – Sherman** [1:55:16-2:04:57]

Boyd said this can be an introduction for discussion at the next UBC meeting.

[Slide 6] Sherman observed that during uncertain times it is more difficult to predict the future and more necessary to do so. It is better to have a plan and not need it than to need a plan and not have one.

[Slide 7] This slide shows the plumb-bob model which is a graphic representation about multi-year planning. Multi-year budgeting helps plan for great expenses, planning for significant projects and support for the strategic plan. This will provide support and reduce uncertainty for students and allow for deliberate action. It will also permit alignment with our academic mechanisms.

This is why we want to move toward multi-year budget and maybe forecasting two years out. We want to manage our money and harmonize with the cycles in Academic Affairs. The state budget cycle is many months behind what academic affairs needs to do in its planning.

The Multi-Year planning horizon distinguishes three periods for planning:

- 6 months out
- 18 months out (get out of the semester)
- 4-years (gets us to 2024 which is the timeframe for our strategic plan)

We have reserves for economic uncertainty. We have almost \$50M in reserves. It would not be wise to spend all of that our think of it this way. This will get us into issues about cash management and the ways we use our debt. (number 2)

When we think about strategic investments we need to have flexible funding so that we can invest in our future. What do we need to do now so that three years from now we are prepared to come out of this as a viable institution that can provide service. (number 3)

When we think about infrastructure savings, we are talking about energy savings, looking at overlaps and redundancies in programs, duplication of software and associated expenses, process inefficiencies and use of reserves. (see number 4)

Collective group actions can include reduction in travel, hiring chill, tech refresh rates and collective bargaining outcomes at a system level. (number 5)

For Division specific actions there was a 5-10% cut that was noticed. Budget reductions and changes in service levels (number 6). We might be able to do things less often to help our budget.

There are many questions about who will go about this, and how do we decide, will there be lay-offs. Sherman said she sympathized with the necessity to be clear and promote security. The Cabinet was considering planning guidelines. These are the five principles they came up with [Slide 8]:

As we consider decisions regarding employment and personnel, decision-making keeps the following guidelines as our touchpoints:

1. We must remain good stewards of the public trust and make wise fiduciary decisions.
2. We will work to mitigate negative outcomes for our current employees.
3. We recognize that staffing decisions are difficult for both the decision-makers and the entire circle of those directly affected.
4. The Collective Bargaining Agreements, in addition to federal and state labor regulations, mandate specific processes for personnel actions, many of which require long lead times and can result in placements that are challenging for all parties.
5. Necessity is the mother of invention, and creative structural changes, particularly in light of extended work-at-home methodologies, may be of great benefit in modifying traditional staffing expectations and may enable us to keep every employee until natural attrition creates needed reductions.

Boyd said this will come back to the next meeting for more discussion.

9. Other (if possible please submit questions in advance to academicsenate@csuchico.edu)
[2:04:57-2:06:11]

Boyd asked if anyone had topics they wanted to discuss at the next UBC. They could email her questions or suggestions.

10. Announcements [2:06:11- 2:06:18]

None

11. Adjourn [2:06:19]

Meeting adjourned at 10:08 a.m.

Respectfully submitted,
Tim Sistrunk, Secretary

General Resources for Background:

State of California, Department of Finance:

http://www.dof.ca.gov/HTML/BUD_DOCS/Bud_link.htm

State of California. Legislative Analyst's Office: <http://www.lao.ca.gov/>

CSU System: <http://www.calstate.edu/budget/>

CSU, Chico: <http://www.csuchico.edu/vpaa/planning/resourceallocation/index.shtml>

CSU, Chico: <http://www.csuchico.edu/bud/budgetplans/index.shtml>

OpenGov: <https://csuchicoca.opengov.com>