Associated Students Executive Committee
Humboldt State University
Meeting on Monday, November 30, 2015
Nelson Hall East, Room 120
4 p.m.
Agenda #5

I. Call to Order

II. Public Comments (As per the Gloria Romero Open Meeting Act of 2000 authorized by Section 89306.) Persons recognized by the Chair should first identify themselves by name. Time limits will be established by the Chair depending on the number of people wishing to speak and the length of the Agenda. Public comments regarding items on the agenda will be taken prior to each agenda item.

III. Business Items

A. Associated Students Business Plan and Five-year Budget – **Tabled Action Item** (Joan Tyson)
President Rossbacher has asked each auxiliary organization to provide her with our business plan and a five-year financial or budget plan. This should be developed with the input and support of our governing body. The due date is January 2, 2016.

The significant changes from the document reviewed at November 9, 2015 meeting is the reordering of contents and the inclusion of the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis in the Services Analysis Section beginning on page 6.

B. AS Spring Retreat; Saturday, January 30, 2016 – Tabled Discussion Item (Juan Cervantes and Joan Tyson)
The Executive Committee will discuss the content and format of the AS Spring Retreat.

C. AS Council Representative-Executive Partnership Clusters – Discussion Item (Alexis Hernandez)
Discussing the idea of pairing up each Executive Committee member with each Council Representative to create clusters that will potentially increase accountability and momentum on meeting the AS Council goals.

D. AS General Manager Position Update – Discussion Item (Juan Cervantes)
Cervantes will update the Executive Committee regarding the position vacancy, review of structure and job description, and other changes related to the AS General Manager position.

IV. Reports

A. AS President (Juan Cervantes)
B. Administrative Vice President (Alexis Hernandez)
C. Legislative Vice President (Zitlaly Macias)

D. Student Affairs Vice President (Tiana Cannon)
E. Council Representative (Sean Sesanto)
F. External Affairs Representative (Becca Ingerson)
G. AS Presents (Jacob Stadtfeld)
H. General Manager (Joan Tyson)

V. Announcements

VI. Adjournment

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Presented to the Associated Students
Executive Committee on November 9, 2015
Board of Finance on November 9, 2015

Associated Students of Humboldt State University

2015 Strategic Plan

A Five-Year Projection Analysis

Associated Students

Presented to the Associated Student Council

December 7, 2015

DRAFT

Table of Contents **Page #**

Associated Students (AS) Executive Summary 1
- History and Background
- Mission Statement
- Funding
- Human Resources

AS Funded Program and Services Description 2
- AS Programs and Services Description Including Approximate Number of Students Served
- How Associated Students Supports the University's Broader Mission

Services Analysis 6
- Primary Market
- Budgetary Considerations
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- Regulatory Restrictions
- Commitment to Transparency

Organizational Governance and Management 9

Strategic Goals—Looking Forward 10

Five-year Financial Projections 12
- Associated Students—Combined
- Budget Planning Sheet Details

Strategic Plan Overview 14

Appendix 16
- Statements of Net Position June 30, 2015 & 2014
- Statements of Revenues, Expenses, and Changes in Net Position June 30, 2015 & 2014
- AS Constitution
- Articles of Incorporation

ASSOCIATED STUDENTS EXECUTIVE SUMMARY

History and Background

The Associated Students (AS) was first organized on campus in 1924. The association became a 501(c)(3) non-profit corporation in 1991. It is also a recognized auxiliary organization of HSU, representing over 8,000 HSU students. Governance of the organization is provided by the AS Council that includes 16 students that are elected annually and serve as the Board of Directors.

Mission Statement

The specific purpose of the Associated Students of Humboldt State University is to provide a means for responsible and effective participation in the governance of the campus; provide an official voice through which students' opinions may be expressed; foster awareness of these programs both on and off campus; assist in the protection of the rights and interest of the individual student and the student body; provide services and programs to meet the needs of the student and campus community; and stimulate the educational, social, physical, and cultural well-being of the University Community.

Funding

Each student that enrolls at HSU pays a mandatory AS fee, also known as a Student Body Organization fee. Currently that fee is $117 and generates approximately $950,000 in revenue per year. That fee, along with other program revenue, provides funding for approximately 20 different programs and services. (A complete list of programs is provided in the *AS Funded Program and Services Description* section that follows.) The average AS fee in the 23 campus CSU system is $145. However, comparing AS organizations is difficult as how they are organized and what programs and services they provide varies widely campus to campus. Also, in order for the AS fee to be adjusted, Education Code 89300 requires the proposed change be approved by a majority of voters voting in a referendum established for that purpose.

A copy of Statements of Net Position June 30, 2015 & 2014 and a Statements of Revenues, Expenses, and Changes in Net Position June 30, 2015 & 2014 are included as Appendix A and Appendix B.

Human Resources

The Associated Students operates with a staff of three full-time employees. These include the AS General Manager, and AS Office Coordinator and the AS Council Assistant. We provide employment for approximately150 student employees that work for the various AS funded programs. We have an agreement with the Humboldt State University Center Board of Directors to provide administrative services, human resource management,

accounting and business services and information technology. In addition to overseeing and managing the AS Fee, the AS Business Office also administers the Instructionally Related Activities fee and provides student club accounts for over 150 student organizations at no charge.

AS FUNDED PROGRAMS AND SERVICES DESCRIPTION

With student success as the cornerstone of AS, the AS has three primary purposes.

ADVOCATE, EDUCATE, ALLOCATE

1) AS participates in the shared governance of Humboldt State University, is the official voice through which students' opinions may be expressed, and **advocates** for that perspective to the appropriate parties.

2) AS **educate**s students on current affairs that have significant impact to students on campus, in the local community, and at the state level, and

3) AS advances the enrichment of student life by **allocating** a substantial amount of annual funding for student clubs and organizations, diversity programs, and academic support programs. Every student pays the $117 AS fee annually.

AS programs and services are primarily student-led and student directed; others are joint efforts between other divisions on campus and the Associated Students. AS programs reflect a variety of student interest and are open to all students who wish to participate. The mission of the programs of the Associated Students not only matches the mission of the Associated Students but also reflects the values, mission and vision of Humboldt State University by contributing to the University's goals. Following is a list of Associated Students funded programs and services and approximate numbers of student served in 2014-15.

Associated Students Programming Grants
$55,000 is available to student organizations for on-campus events. Funds granted assist in promoting social awareness, diversity, activities, leadership development and cooperative programming.
30 activity grants approved.

AS Government (AS Council)
AS Council provides the official voice through which students' opinions may be expressed. Officers are elected annually and include the AS President, three Vice-Presidents, and twelve college representatives. Also provides representation of HSU students to the California State Student Association which represents CSU students in all areas of higher education policy-making.
Impacts the entire student body.

AS Presents
AS Presents offers the University community entertainment and programming for students including, but not limited to lectures, concerts, film screenings, comedy shows and festivals.
8,347 participants attended 14 AS Presents events.

Campus Center for Appropriate Technology (CCAT)
CAT is a sustainable living demonstration home and educational center that demonstrates that living lightly on the earth is both practical and rewarding. CCAT offers educational opportunities which include tours and classes on special topics. Projects within CCAT are initiated, coordinated and executed by student volunteers. *3,450 students participated in CCAT activities.*

Children's Center
A broad range of comprehensive services is available to student families that facilitate their parental and academic goals. A setting of affordable, convenient, high quality child development services is available for students as well as learning experiences to enhance instruction.
87 student parents served.

Club Administrative Support
The Associated Students Business Office provides administrative, banking and accounting services for over *150 student clubs* and programs at no charge.

Club Program Support
The clubs office provides grant opportunities, fundraising, administration, and organizational support for campus clubs and organizations.
25 travel grants were approved serving 275 students.

Drop-in Recreation
This program gives students the opportunity to participate in activities on a drop-in basis. Activities include swimming, basketball, volleyball, badminton and soccer.
9,500 students participated.

Eric Rofes MultiCultural Queer Resource Center
The mission of the program is to move the campus from an attitude of tolerance to an attitude of acceptance of the queer community. It aims to create a focus of learning about issues facing the queer community and to bring students, faculty, and staff together for advocacy and education.
650 students served by ERC events.

Humboldt Film Festival
The oldest student run film festival in the world. This program provides a unique opportunity for students at HSU to learn real-world skills, make contacts with professional filmmakers and plan a week long film festival. *This year will celebrate the 50th annual festival.*

Graduation Pledge Alliance
The GPA program was founded by HSU in 1987, and encourages graduating students to take a pledge to consider the environmental and social consequence of any future employment

opportunity. Graduates are encouraged to take the pledge and wear the green ribbon at graduation. *1,740 graduates took the pledge December 2014 and May 2015 combined.*

Learning Center Tutorial Program

HSU students are employed to provide free tutorial services for demanding and difficult courses. An essential part of the Learning Center, tutoring provides assistance to students who want to improve their learning skills. *1,180 students served.*

Marching Lumberjacks

The Marching Lumberjacks (MLJ's) take pride in being one of the last remaining student-organized and run college marching bands. The Band performs at many men's and women's athletic events—including some away events. The MLJ's also play in a variety of community events and parades. Any student may join and previous music experience is not necessary.

MultiCultural Center (MCC)

The vision of the MCC is to build, nurture and sustain a multicultural community at HSU. The MCC is the umbrella organization for cultural clubs on campus and develops programming that celebrates the cultural diversity of the HSU campus.

3,000 students served through a variety of MCC activities.

OH SNAP! Campus Food Program

To provide good food for all HSU students by engaging in campus and community partnerships that offer a variety of ways to access food. *Historical data not available.*

Sport Clubs

The Sports Club program provides opportunities for students to participate in competitive sports and compete with off- campus clubs and Universities. A wide option of sport clubs are available including baseball, cheer, crew, cycling, women's and men's disc, fencing, men's lacrosse, women's and men's rugby, men's volleyball and archery.

875 student sport club members.

Student Access Gallery (SAG)

SAG provides HSU students with experience preparing their works to be exhibited at one of three on-campus galleries: Art Foyer Gallery, Karshner Lounge Gallery and Student Business Services Lobby Gallery. *66 individual students displayed their art through SAG galleries.*

Women's Resource Center (WRC)

The WRC aims to provide tools, support and safe spaces for empowerment and for people to dismantle systems of power, privilege and oppression. The center also hosts many annual programs including: Take Back the Night, Women's Herstory Month and The Clothesline Project.

1,285 students served.

Waste Reduction & Resource Awareness Program (WRRAP)

WRRAP provides a means for students to take responsibility for waste generated on campus and to make a positive contribution to the quality of the environment. WRRAP gives students

hands-on training in composting and maintains a compost demonstration site. The community can also utilize WRRAP's Reusable Office Supply Exchange located in House 53.

20,000 student contacts served through services and activities.

Youth Educational Services (YES)

This experiential learning opportunity allows for students to expand on their academic careers, becoming leaders who provide quality community service to people without available resources. A broad range of social issues are examined and a balance of academia and activism is supported to create community leadership and promote future active citizens.

1,125 student volunteers.

How Associated Students Supports the University's Broader Mission

The University's mission states"... We serve (students by providing a wide array of programs and activities that promote understanding of social, economic and environmental issues. We help individuals prepare to be responsible members of diverse societies." The Associated Students Programs and Services support many different facets of the University's mission and vision. Programs funded through the Associated Students have been listed under each of the University's Vision Statements

- We will be the premier center for the interdisciplinary study of the environment and its natural resources.
  Campus Center for Appropriate Technology (CCAT)
  Waste Reduction and Resource Awareness Program (WRRAP)

- We will be a regional center for the arts.
  AS Presents
  Humboldt Film Festival
  Student Access Gallery

- We will be renowned for social and environmental responsibility and action.
  Waste Reduction and Resource Awareness Program (WRRAP)
  Graduation Pledge Alliance
  Campus Center for Appropriate Technology (CCAT)
  Youth Educational Services (YES)
  MultiCultural Center (MCC)
  Women's Resource Center
  Eric Rofes MultiCultural Queer Resource Center
  OH SNAP! Campus Food Program

- We believe the key to our common future will be the individual citizen who acts in good conscience and engages in informed action.
  Associated Students Government & External Affairs

- We will commit to increasing our diversity of people and perspectives.
  MultiCultural Center (MCC)

Eric Rofes MultiCultural Queer Resource Center
Associated Students Programming Grants
Women's Resource Center

- We will be exemplary partners with our communities, including tribal nations.
  Youth Educational Services (YES)
  MultiCultural Center (MCC)

- We will be stewards of learning to make a positive difference
  All AS Programs and Services combined

SERVICES ANALYSIS

Primary Market

As a membership serving organization Associated Students programming primarily targets the 8,200 students of Humboldt State University. We also serve some non-student programs and services customers. Associated Students distinguishes itself as a non-profit auxiliary of Humboldt State University in many ways. Financial, administrative, policy and advocacy decisions of the organizations are made by the Associated Students Council which serves as the Board of Directors. All 16 members of the Associated Students Council are elected annually and are currently matriculated students.

Budgetary Considerations

The budget of the organization is mainly composed of the mandatory AS fee of $117 that each student pays annually. The annual budgeting process is a facilitated transparent process that is coordinated by the AS General Manager with involvement of the AS Program Budget Administrators, the AS Board of Finance and the AS Council. Budget application materials are made available in December of each year for the following fiscal year. The AS budget process is outlined in the AS Constitution, AS Fiscal Code and Chancellor Executive Order 369—Associated Students' Budgets. A five year budget forecast has been included with the strategic plan. **This budget forecast is absolutely an evolving document and is not intended to be set in stone.** The forecast includes assumptions that increases to mandatory costs (minimum wages, business services, insurance) will not dramatically outpace the organizations fiscal growth based on enrollment projections and that the Associated Students will not disrupt or expand programs and services significantly. The AS Council undergoes an annual review of its Reserve Policy and funding levels to determine whether the reserve balance is on track to meet the needs of the AS and our Mission.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The strategic plan for the next five years was developed within the framework of factors that were discussed at retreats, committee meetings, staff members and the AS Council.

The scan includes both internal factors that come from and are influenced by AS directly and well as external factors that are outside of AS's direct control. The SWOT analysis highlighted what AS may need and the obstacles to be overcome or minimized, in or to achieve it strategic goals.

Strengths

- Personnel – Knowledgeable staff who work as a cohesive team to operate the AS organization.
- Student Serving – AS provides many opportunities for student involvement where students gain professional development, leadership skills, networking opportunities and other life skills. Governance of the organization is provided by the AS Council that includes 16 students who serve as the Board of Directors. AS funded programs employee approximately 150 student employees. AS programs provide many volunteer opportunities including appointing students to 39 campus committees.
- Financial – The majority of AS's revenue is from mandatory AS student fees. The organization's reserves are strong.
- Administrative Support – Quality business service support is provided by to the AS by University Center through a contractual agreement.
- Organization – At the CSU system level, AS continues to maintain its "auxiliary in good standing: status and track record for unqualified financial audits. At the campus level AS continues to maintain the cornerstone of student success through; advocating student opinion, educating students on current affairs that impact students, and allocating funding for student clubs, organizations and programming.
- Programs and Services – AS funded programs provide a wide array of programming and activities which promote an array of social, economic, and environmental issues. This diversity coupled with the cumulative impressive turnout for AS funded programming and activities enriches student involvement and student life on campus.

Weaknesses

- Personnel – Replacement of management will mean a loss of experience and institutional knowledge for the organization.
- Student Serving – There is a high turnover rate for the students serving on AS Council, with annual elections to fill these positions.
- Marketing and Visibility – AS struggles with this issue. AS's marketing reach does not cover the entire campus. Many students comment that they are not aware of what AS provides even though most of these students are taking advantage of AS Programs and Services.
- Facilities – Multiple AS facilities/houses that are exceeding their estimated life. Some date back to before the campus was established and are named after founding faculty members homes (example; Homer Balabanis joined the faculty in Fall 1923 and lived in the house that is currently the Multicultual Center). Safety concerns and maintenance requirements are increasing in cost.

- Budget – AS is effected by external factors such as supply costs, benefit costs, and minimum wage increases. In order for the AS Fee to be adjusted a referendum requiring approval by a majority of student voters is needed.
- Information Technology (IT) – Due to staff limitations, AS has not kept up with integrating innovations in technology, particularly in reaching out to students. AS website content also needs a refresh.

Opportunities

- Flexibility – The annual budget request and approval process allows for AS to respond to the changing needs of our dynamic student population. Current AS Program budgets can be amended and new Programs can be funded on an annual basis.
- Campus Growth – Steady enrollment will stabilize the organizations revenue, allowing stable funding to be given to AS funded programs and activities.
- Technology – Enhancing, expanding and creating, when necessary, AS social media pages to improve organizational marketing. Expanding the use of mobile applications and available forms online will make improvements to the operation of AS as well as the organization's commitment to transparency. Establish a requirement of periodic updating of all AS Program websites. Incorporate all websites under the Humboldt State University website domain.
- Feedback – Questionnaires and surveys can be more frequently and widely distributed to students and programs to gain feedback on the AS organization and to improve service.
- Personnel – By the end of the fiscal year, there will be a new AS General Manager. There are many unknowns that accompany this change.

Threats

- Identity – Guard against the loss of organizational identity and unity. Campus departments that AS has traditionally partnered with, are increasingly taking credit for AS funded programs and events without appropriate acknowledgement of AS funding and support.
- Personnel – By the end of the fiscal year, there will be a new AS General Manager. There are many unknowns that accompany this change.
- Budget – As an auxiliary, any state budget cuts to CSU funding affects enrollment and could have a negative impact on AS revenue and funding for its operational needs.

Regulatory Restrictions

CSU auxiliary organizations are usually classified into one of four basic categories. The Associated Students of Humboldt State University is categorized as a Student Body Organization. Auxiliary organizations are subject to specific statutes, regulations, and policies of state, federal, or local governments. AS operations must be operated within the hierarchy of state statutes, regulations and policies which are as follows:

a. Education Code,
b. Trustee Regulations (Title 5 and CSU Internal Regulations),
c. Executive Orders of the Trustees and Trustee policy,
d. Executive Orders of the Chancellor and
e. Policy letters of the Chancellor's Office,
f. Campus Policies and Regulations,
g. HSU Associated Students Articles of Incorporation
h. Associated Students of HSU Constitution
i. AS Codes, Policies and Procedures

Commitment to Transparency

The AS is committed to transparency and strives to model best practices by providing all governing documents, agendas, minutes, audits and tax returns on its website.

ORGANIZATIONAL GOVERNANCE and MANAGEMENT

The governing board is known as the Associated Student Council. The composition of the Associated Student Council consists of twenty-one members. Sixteen members are voting members, three are non-voting student advisors, and two are non-voting staff/administrator advisors. Given the representative, fiduciary, legal, and other long-range policy making responsibilities of student office holders, it is the policy of HSU that student office holders have an obligation to demonstrate academic involvement, achievement, and progress as per HSU Executive Memorandum P13-01, Minimum Qualification for Student Office Holders.

Voting members consist of Executive Officers and Representatives. The Executive Officers include:

- President,
- Administrative Vice President,
- Legislative Vice President, and
- Student Affairs Vice President

The Representatives include:

- Three (3) College of Natural Resources and Sciences Representatives,
- Three (3) College of Arts, Humanities and Social Sciences Representatives,
- Three (3) College of Professional Studies Representatives
- Two (2) At-Large Representatives, and
- One (1) Graduate Student Representative.

The nonvoting advisors are called Council Advisors, which include:

- External Affairs Representative,
- AS Presents Representative,
- Elections Commissioner,

- General Manager of the Associated Students, and
- Vice President of Enrollment Management and Student Affairs.

STRATEGIC GOALS—LOOKING FORWARD

Future Plans

The strategic goals for 2015-2020 are aligned with AS's role as an 501 (c)3 and as an auxiliary organization to support the educational mission of the University. The AS Council, elected annually, sets annual priorities each September. The 2015-16 AS Council cannot commit to plans for a future Council. However, guidance the 2015-16 AS Council would provide to future Councils to support the University's Strategic Plan Goals include:

(A copy of the HSU Strategic Plan Overview is included in the Appendix)

Continue to provide high quality training programs for AS student leaders to develop work and life skills through their experience with the organization.
Supports Goal 1, Objective 1.1 of the HSU Strategic Plan.

Increase voting participation during AS elections at a rate better than the previous year.
Supports Goal 1, Objective 1.1 of the HSU Strategic Plan.

Continue to support sustainability initiatives on campus and/or implementing new ones--initiatives such as the Real Food Challenge, Community Garden, and Food Redistribution.
Supports Goal 1, Objective 1.1 of the HSU Strategic Plan.

Create opportunities for students in campus involvement, leadership development, and volunteerism;
Supports Goal 1 & 3, Objectives 1.1 & 3.1 of the HSU Strategic Plan.

Continue to support diversity and social justice on campus—including food insecurity, student homelessness, CHECK IT, and the Honor Tax Initiative.
Supports Goal 1, Objectives 1.1 & 1.3 & Goal 3, Objective 3.1 of the HSU Strategic Plan.

Work towards Shared Governance on campus to ensure student voices are heard.
Supports Goal 2, Objective 2.2 of the HSU Strategic Plan.

Fill all vacant committee and board positions in a timely manner.
Supports Goal 2, Objective 2.2 of the HSU Strategic Plan.

Continue to identify and implement additional outreach strategies to inform students about the opportunities for engagement with AS.
Supports Goal 2, Objective 2.2 of the HSU Strategic Plan.

Continue to increase AS visibility.
Supports Goal 2, Objective 2.2 of the HSU Strategic Plan.

Keep AS and its programming relevant and utilized on campus.in support of the University's Vision.
Supports Goal 4, Objective 4.3 of the HSU Strategic Plan.

Continue to be responsible stewards of the AS fee and maintain high quality programs responsive to the changing needs of student and the campus community through the provision and ongoing assessment of programs and services
Supports Goal 4, Objective 4.3 of the HSU Strategic Plan.

AS Five-Year Financial Projections

	2013-14 Actuals	2014-15 Actuals	**2015-16 Budget**	2016-17 Projection	2017-18 Projection	2018-19 Projection	2019-20 Projection	Projection Annual Change
Program Revenue Projection								
1 Student Activity Fees	$ 812,450	$ 903,090	**$ 958,000**	$ 981,580	$ 991,396	$ 1,001,310	$ 1,011,323	1.0%
2 Programs Revenue	62,890	96,050	**135,430**	137,732	140,074	142,455	144,877	1.7%
Investment Income	2,290	3,000	**4,000**	4,040	4,080	4,121	4,162	1.0%
Total Operating Revenues	877,630	1,002,140	**1,097,430**	1,123,352	1,135,550	1,147,886	1,160,362	
Program Expenses Projection								
3 General Operations	323,811	328,282	**328,350**	337,215	346,320	355,671	365,274	2.7%
4 Government/External Affairs	71,210	79,120	**89,455**	90,976	92,522	94,095	95,695	1.7%
AS Presents	106,730	163,650	**191,425**	194,679	197,989	201,355	204,778	1.7%
Programing Grants	37,010	39,470	**55,000**	55,935	56,886	57,853	58,836	1.7%
Campus Center Appropriate Technology	30,230	51,930	**55,670**	56,616	57,579	58,558	59,553	1.7%
5 Campus Food Pantry	0	0	**5,000**	5,000	5,000	5,000	5,000	
6 Childrens Center	36,450	40,830	**43,495**	44,564	45,009	45,459	45,914	
Club and Program Support	19,810	27,800	**30,800**	31,324	31,856	32,398	32,948	1.7%
7 Drop In Recreation	20,410	25,800	**28,435**	28,435	28,435	28,435	28,435	0.0%
Eric Rofes Queer Resource Center	4,700	5,720	**10,210**	10,384	10,560	10,740	10,922	1.7%
Graduate Pledge Alliance	3,130	3,730	**4,435**	4,510	4,587	4,665	4,744	1.7%
Humboldt Film Festival	14,760	12,190	**16,800**	17,086	17,376	17,671	17,972	1.7%
8 Learning Center Tutorial Program	16,320	19,050	**19,115**	19,115	19,115	19,115	19,115	
Marching Lumberjacks	5,740	5,500	**5,800**	5,899	5,999	6,101	6,205	1.7%
Multicultural Center	31,490	36,560	**42,440**	43,161	43,895	44,641	45,400	1.7%
Sports Clubs	25,590	25,000	**30,775**	31,298	31,830	32,371	32,922	1.7%
Student Access Gallery	7,910	9,000	**11,025**	11,212	11,403	11,597	11,794	1.7%
WRRAP	26,510	29,190	**35,320**	35,920	36,531	37,152	37,784	1.7%
Womens Resource Center	19,200	22,720	**27,530**	27,998	28,474	28,958	29,450	1.7%
Youth Educational Services	55,300	57,910	**66,000**	67,122	68,263	69,424	70,604	1.7%
Student Life Support	7,500	7,000	**5,000**	5,085	5,171	5,259	5,349	1.7%
9 AS Scholarship	0	0	**10,000**	5,000	5,000	5,000	5,000	
10 Unallocated	8,870	7,950	**10,850**	10,850	10,850	10,850	10,850	
11 Special Projects/Program Enhancements	0	0	**50,040**	13,500	13,500	13,500	13,500	
Total Program Expenses	$ 872,681	$ 998,402	**$ 1,172,970**	$ 1,152,885	$ 1,174,152	$ 1,195,868	$ 1,218,044	
REVENUE OVER EXPENDITURES	$ 4,949	$ 3,738	**$ (75,540)**	$ (29,533)	$ (38,602)	$ (47,982)	$ (57,682)	
Allocation from Reserves		$ -	**$ 75,540**	$ 29,533	$ 38,602	$ 47,982	$ 57,682	
Reserve Fund Balance	$ 455,205	$ 459,050	**$ 383,510**	$ 353,977	$ 315,375	$ 267,393	$ 209,711	
12 % of Projected Program Expenses			**33%**	31%	27%	22%	17%	

Budget Planning Spreadsheet Details

$10 Minimum wage increase effective January 1, 2016 included in 2015-16 budget.

1 Student Activity Fees: Based on assumptions provided by the University Budget Office. Projected annual change 1.0%

2 Programs Revenue: Most of this revenue is from AS Presents attendance. AS Presents Committee choose the events and ticket prices and these decisions affect the revenue from ticket sales.

3 Based on average net change from 2009-10 thru 2014-15. Projected 2.7%

4 Total amount includes AS Council non-compensatory stipend based on position.

5 Campus Food Pantry: Contribution

6 Children's Center: Maintenance of Effort 4.54% based on a traditional average allocation of AS fee revenue dating back to a 1988/89 survey done by the Chancellor's Office related to levels of support for CSU campus Children's Centers.
This amount is approved by the AS Council and is subject to change.

7 Drop In Recreation: Hourly wages reimbursement. No minimum wage increase projected.

8 Learning Center: Hourly wages reimbursement. No minimum wage increase projected.

9 AS Scholarship: Contribution

10 Unallocated: Placeholder

11 Special Projects/Program Enhancements

	2015-16	2016-17	2017-18	2018-19	2019-20
Computer Refresh	$ 3,500	$ 3,500	$ 3,500	$ 3,500	$ 3,500
Community Garden	$ 11,540				
AS Office Remodel	$ 25,000				
Special Projects/Program Enhancements	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
TOTAL	$ 50,040	$ 13,500	$ 13,500	$ 13,500	$ 13,500

12 Reserve Fund Balance: The maximum amount which should be retained for on-campus reserves is up to 30% of current year expenditures. The AS Council undergoes an annual review of its Reserve Policy and funding levels to determine whether the reserve balance is on track to meet the needs of the AS and our Mission.

Values

Humboldt State University values the following academic principles that represent attributes of an academically integrated university, and provide a framework for accomplishing our collective vision and mission.

- We believe our primary responsibility is to provide the best possible education for today's world.
- We believe that teaching excellence is of paramount importance as is learning excellence.
- We believe in an environment of free inquiry where learning occurs both inside and outside the classroom. As a community of learning, the campus curricular and cocurricular environment encourages intellectual discourse, aesthetic creativity and appreciation, and significant opportunities for involvement and service.
- We prepare students to take on the commitments of critical inquiry, social responsibility, and civic engagement necessary to meet the challenges of the 21st century.
- We believe in intellectual growth through scholarship, creative activities, and research.
- We prepare individuals to be successful in advanced academic and professional degree programs; to be in positions of leadership; and to be proactive and productive members of society.
- We believe in the dignity of all individuals, in fair and equitable treatment, and in equal opportunity.
- We value the richness and interplay of differences. We value the inclusiveness of diversity, and we respect alternative paradigms of thought.
- We believe in collegial dialogue and debate that leads to participatory decision-making within our community of student, staff, administrator, and faculty learners.
- We believe the University must assist in developing the abilities of individuals to take initiative and to collaborate in matters resulting in responsible action.
- We believe individuals must be environmentally, economically, and socially responsible in the quest for viable and sustainable communities.
- We believe our location is an ecologically and spiritually rich asset that we embrace as an integral part of our learning community. Our curriculum is relevant, collaborative, and responsive to our geographical location.
- We believe we have a special opportunity to learn from the Native American cultures, the unique ecosystem, and special communities of our region, and to apply that knowledge.
- We believe the University is an integral part of our local and regional communities.
- We believe the University is a repository for archiving accumulated knowledge with inclusive access for our academic and broader communities.

For more information: **humboldt.edu/strategicplan**

HUMBOLDT STATE UNIVERSITY

Strategic Plan

2015–2020

Our Mission

Humboldt State University is a comprehensive, residential campus of the California State University. We welcome students from California and the world to our campus. We offer them access to affordable, high-quality education that is responsive to the needs of a fast-changing world. We serve them by providing a wide array of programs and activities that promote understanding of social, economic, and environmental issues. We help individuals prepare to be responsible members of diverse societies.

Our Vision

Humboldt State University will be the campus of choice for individuals who seek above all else to improve the human condition and our environment.

- We will be the premier center for the interdisciplinary study of the environment and its natural resources.
- We will be a regional center for the arts.
- We will be renowned for social and environmental responsibility and action.
- We believe the key to our common future will be the individual citizen who acts in good conscience and engages in informed action.
- We will commit to increasing our diversity of people and perspectives.
- We will be exemplary partners with our communities, including tribal nations.
- We will be stewards of learning to make a positive difference.

HUMBOLDT STATE UNIVERSITY
Office of the President • 707-826-3311

GOAL 1 PREPARE STUDENTS TO BE SOCIALLY AND ENVIRONMENTALLY RESPONSIBLE LEADERS IN A DIVERSE AND GLOBALIZED WORLD

OBJECTIVE 1.1 Enable an impactful and purposeful student experience for all students through better coordination and integration of academics, advising, support services, student activities, student life, and community partnerships

OBJECTIVE 1.2 Ensure that all students are afforded the same opportunity to succeed in meeting their baccalaureate goals through a Humboldt State experience that provides purposeful and coherent integration of academics and student life

OBJECTIVE 1.3 Incorporate environmental and social responsibility throughout the curriculum

OBJECTIVE 1.4 Engage students in the classroom, the life of the institution, and in the communities beyond

OBJECTIVE 1.5 Expand and support a diversified, globalized, and culturally expanded campus by increasing the enrollment of international and nonresident students

GOAL 2 FOSTER MEANINGFUL RELATIONSHIPS ACROSS DIFFERENCES, INCLUDING DIVERSE CULTURAL COMMUNITIES, IDENTITIES, AND COMPETENCIES

OBJECTIVE 2.1 Recruit, retain, and support faculty, staff, and administrators from diverse backgrounds that reflect our student and state demographics

OBJECTIVE 2.2 Ensure that diverse perspectives, identities, and communities are acknowledged and taught throughout curriculum and provide a safe environment for everyone to explore a broad range of viewpoints and ideas

GOAL 3 STRENGTHEN PARTNERSHIP WITH LOCAL COMMUNITIES

OBJECTIVE 3.1 Strengthen relationships and engage with local Tribal Nations and communities through authentic actions, specific planning, accountability, and true collaboration

OBJECTIVE 3.2 Collaborate with the local communities to support students' intellectual, emotional, ethical, and spiritual development and well-being

OBJECTIVE 3.3 Ensure a safe and welcoming off-campus environment for students, staff, and faculty by partnering with local communities

GOAL 4 SERVE AS EFFECTIVE STEWARDS OF THE NATURAL AND BUILT ENVIRONMENT AND THE UNIVERSITY'S FINANCIAL RESOURCES WITH A FOCUS ON SUSTAINABILITY

OBJECTIVE 4.1 Develop and implement a unified, transparent, and evidence-based budget model that reflects institutional priorities and the actual cost and size of programs

OBJECTIVE 4.2 Reduce operational costs and reallocate funds to areas as defined by the strategic plan

OBJECTIVE 4.3 Expand resources to support the University's mission, including identifying new resources, finding efficiencies, and being good stewards of existing resources