



California State University Maritime Academy
February 2020

TODAY'S Discussion

1. Background

2. Cal Maritime Financials

3. Provide Clarification on Non-Instructional Costs

1. Background

- **Success Indicators**
- **IPEDS**
- **Economies of Scale**
- **Tuition Fee Comparisons**
- **Financial Aid**
- **Key Metrics**

Success Indicators

- Low Student to Faculty ratio 14:1
- Small Class sizes fostering a quality educational experience
- Average Undergrad age is 21 versus CSU at 23
- Average Unit Load F2019 highest in the CSU at 16.3 vs 13.3
- Four-Year Graduation Rate is the top of the CSU at 58.6%
- 92% of graduating students that are employed upon graduation is the highest in the CSU
- Average starting salary of our graduates \$82,900 ten years after enrollment

EXTERNAL Assessment of Quality

- **Western Association of Schools and Colleges (WASC)**
Campus accreditation renewed for 8 years in 2019
- **Accreditation Board of Engineering and Technology (ABET)**
Engineering programs accreditation
- **Standards of Training, Certification and Watchkeeping (STCW)**
US Coast Guard regulations for licensed programs
- **International Accreditation Council for Business Education (IACBE)**
International Business and Logistics program accreditation

Integrated Postsecondary Education Data System (IPEDS)

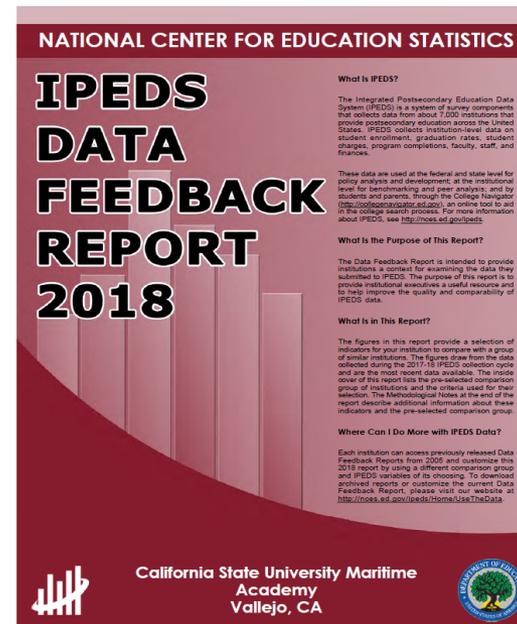
California State University Maritime Academy

COMPARISON GROUP

Comparison group data are included to provide a context for interpreting your institution's statistics. If your institution did not define a custom comparison group for this report by July 13, 2018 NCES selected a comparison group for you. (In this case, the characteristics used to define the comparison group appears below.) The Customize Data Feedback Report functionality on the IPEDS Data Center at this provided link (<http://nces.ed.gov/ipeds/datacenter/>) can be used to reproduce the figures in this report using different peer groups.

Using some of your institution's characteristics, a group of comparison institutions was selected for you. The characteristics include Carnegie Classification of Baccalaureate Colleges--Diverse Fields, public and enrollment of a similar size. This comparison group includes the following 29 institutions:

- ▶ Bluefield State College (Bluefield, WV)
- ▶ Central State University (Wilberforce, OH)
- ▶ Dickinson State University (Dickinson, ND)
- ▶ Glenville State College (Glenville, WV)
- ▶ Granite State College (Concord, NH)
- ▶ Harris-Stowe State University (Saint Louis, MO)
- ▶ Kentucky State University (Frankfort, KY)
- ▶ Lyndon State College (Lyndonville, VT)
- ▶ Maine Maritime Academy (Castine, ME)
- ▶ Mayville State University (Mayville, ND)
- ▶ Montana State University-Northern (Havre, MT)
- ▶ Oklahoma Panhandle State University (Goodwell, OK)
- ▶ Pennsylvania State University-Penn State Brandywine (Media, PA)
- ▶ Pennsylvania State University-Penn State Lehigh Valley (Center Valley, PA)
- ▶ Pennsylvania State University-Penn State New Kensington (New Kensington, PA)
- ▶ Pennsylvania State University-Penn State Schuylkill (Schuylkill Haven, PA)
- ▶ Pennsylvania State University-Penn State Scranton (Dunmore, PA)
- ▶ Pennsylvania State University-Penn State Wilkes-Barre (Lehman, PA)
- ▶ Pennsylvania State University-Penn State York (York, PA)
- ▶ The University of Montana-Western (Dillon, MT)
- ▶ University of Maine at Farmington (Farmington, ME)
- ▶ University of Maine at Fort Kent (Fort Kent, ME)
- ▶ University of Maine at Presque Isle (Presque Isle, ME)
- ▶ University of Minnesota-Crookston (Crookston, MN)
- ▶ University of Pittsburgh-Bradford (Bradford, PA)
- ▶ University of South Carolina-Beaufort (Bluffton, SC)
- ▶ Valley City State University (Valley City, ND)
- ▶ West Virginia University Institute of Technology (Beckley, WV)
- ▶ Wright State University-Lake Campus (Celina, OH)



Source: <https://nces.ed.gov/ipeds/use-the-data>

IPEDS Instructional Salaries

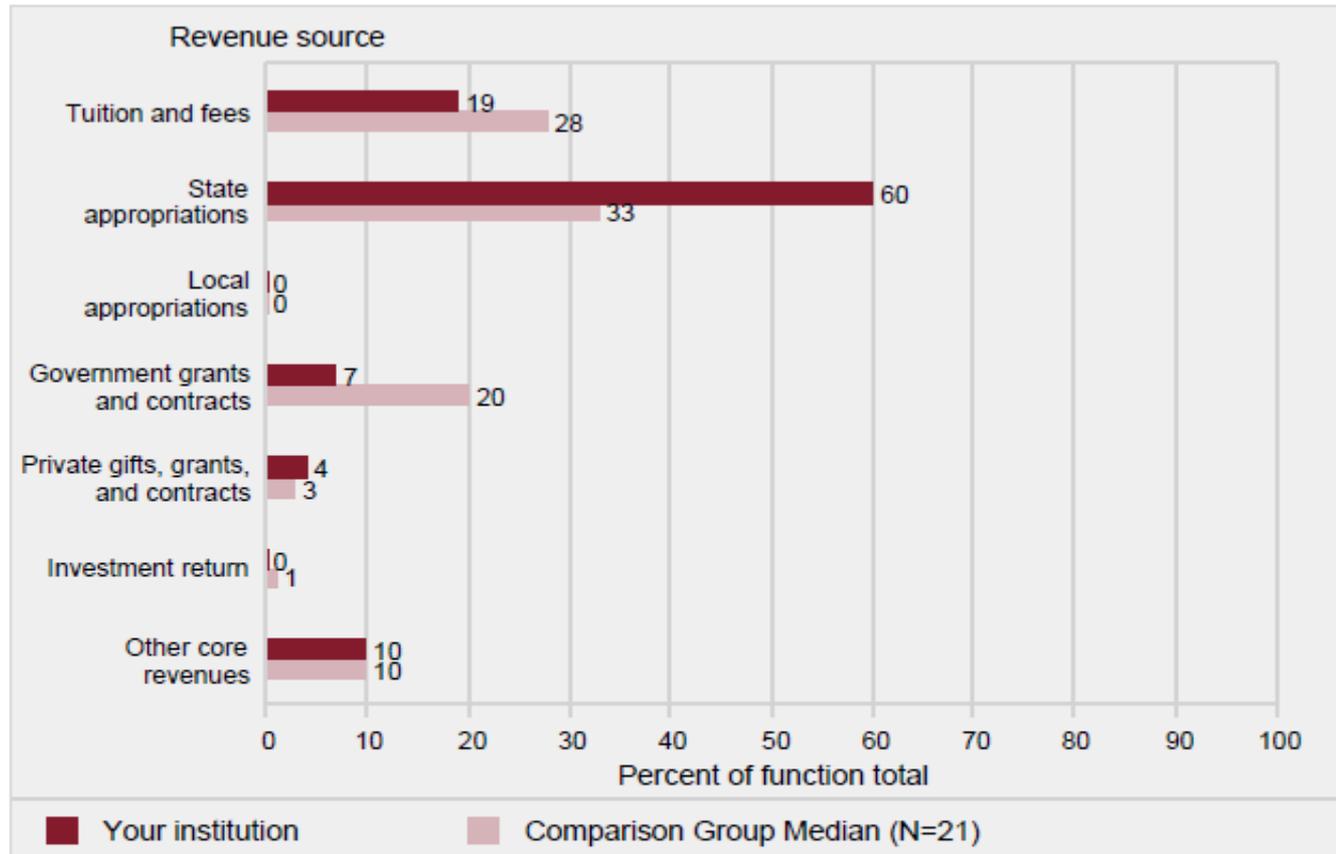
- IPEDS requires data submission

instnm	2018	Associate	Assistant	Instructor	Lecturer	2018 Total	2017	Associate	Assistant	Instructor	Lecturer	2017 Total
	Professor	professor	professor				Professor	professor	professor			
California State University Maritime	\$1,902,708	\$1,438,404	\$1,564,656		\$1,135,896	\$ 6,041,664	\$ 1,985,736	\$ 1,451,580	\$ 1,402,440		\$ 1,218,384	\$ 6,058,140
Maine Maritime Academy	\$ 129,868	\$ -	\$ -	\$ -	\$ -	\$ 129,868	\$ 245,182	\$ -	\$ -	\$ -	\$ -	\$ 245,182
Massachusetts Maritime Academy	\$4,721,993	\$ 995,639	\$2,203,267	\$ 591,961		\$ 8,512,860	\$ 3,915,473	\$ 979,240	\$ 2,262,404	\$ 464,450		\$ 7,621,567
SUNY Maritime College	\$2,249,003	\$1,628,824	\$1,223,985	\$ 43,205	\$2,055,989	\$ 7,201,006	\$ 2,202,348	\$ 1,426,962	\$ 1,015,268	\$ 40,713	\$ 2,140,603	\$ 6,825,894

Source: <https://nces.ed.gov/ipeds/use-the-data>

IPEDS data for Maine Maritime Academy appears to be missing for the Instructional expenditures group

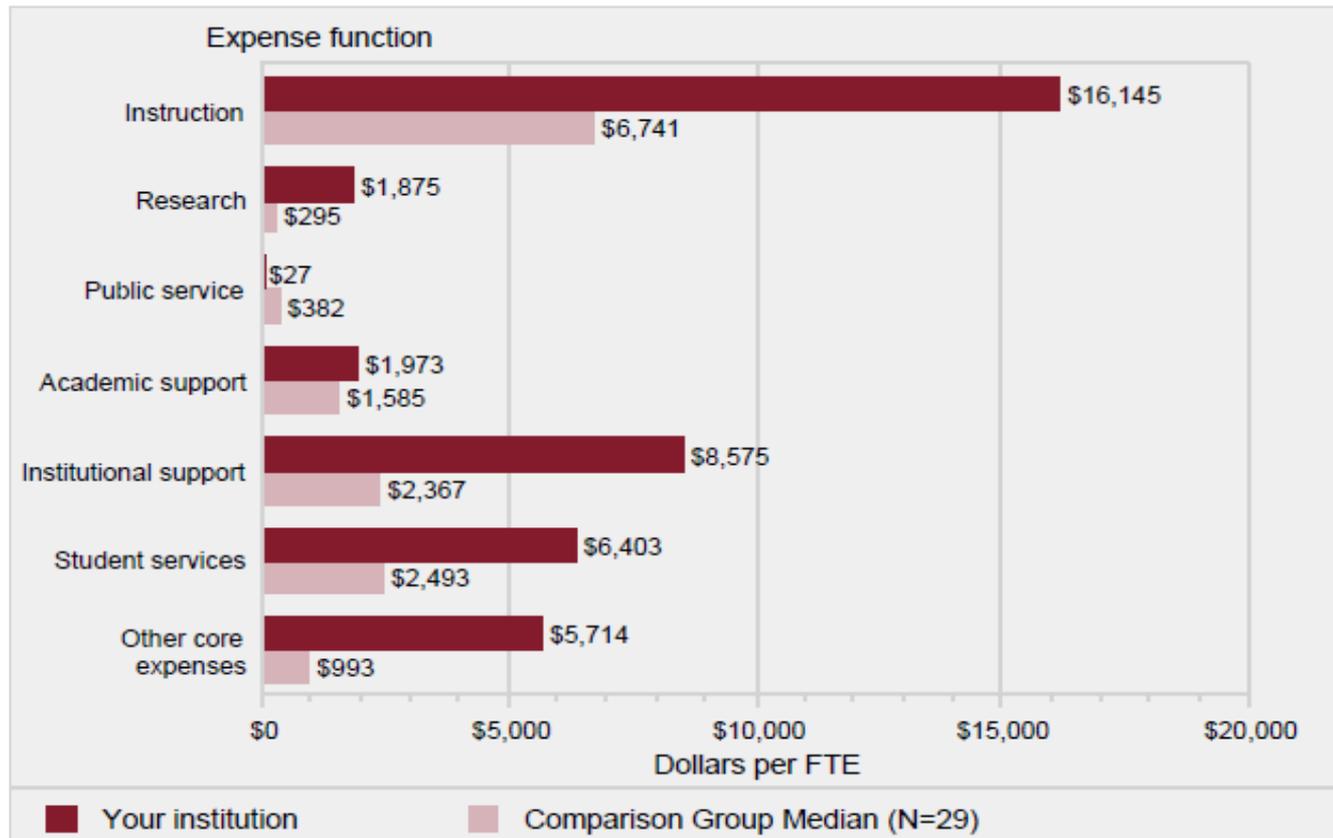
Figure 21. Percent distribution of core revenues, by source: Fiscal year 2017



NOTE: The comparison group median is based on those members of the comparison group that report finance data using the same accounting standards as the comparison institution. For more information, see the Methodological Notes. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Spring 2018, Finance component.

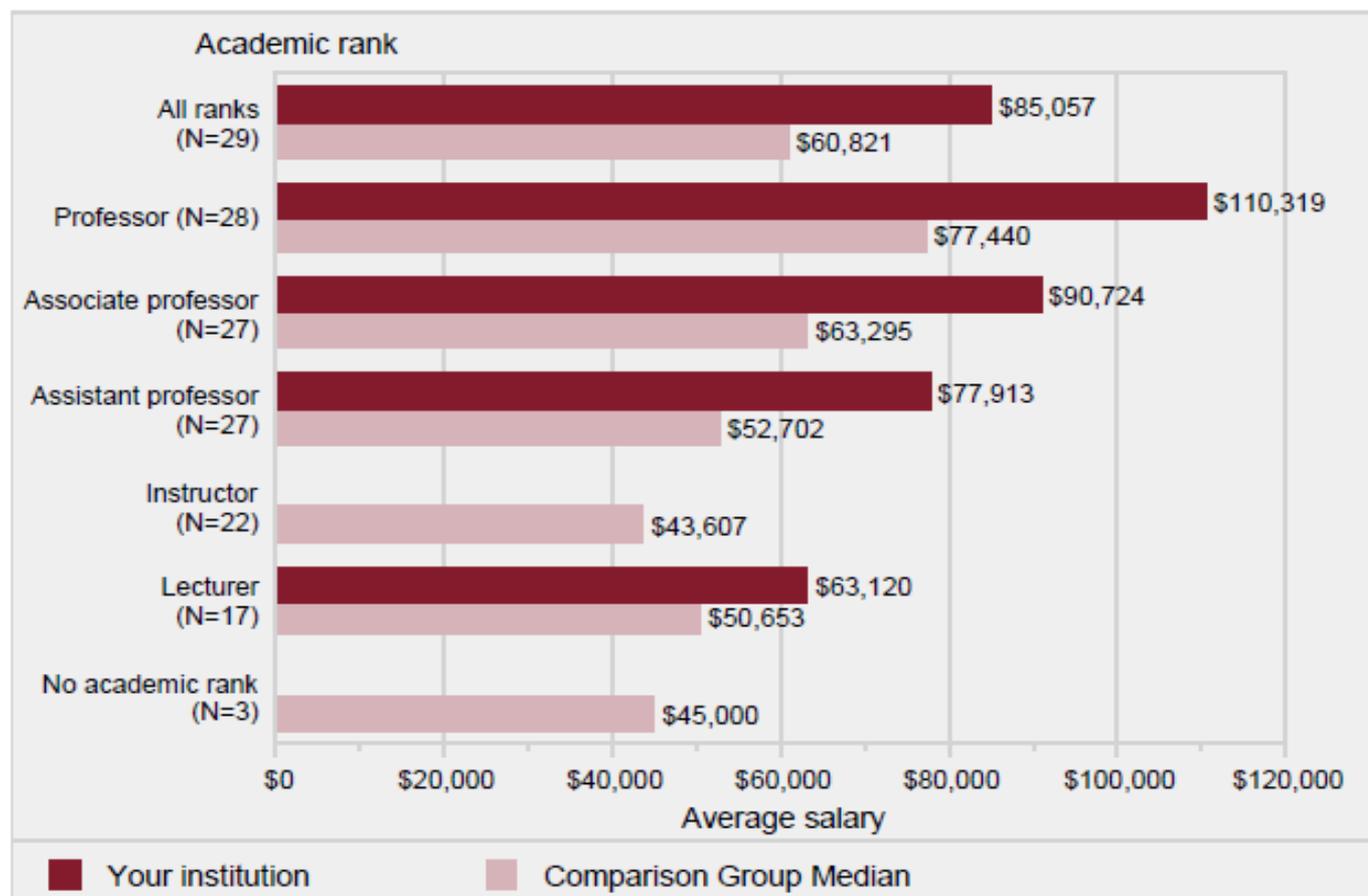
Figure 22. Core expenses per FTE enrollment, by function: Fiscal year 2017



NOTE: Expenses per full-time equivalent (FTE) enrollment, particularly instruction, may be inflated because finance data includes all core expenses while FTE reflects credit activity only. For details on calculating FTE enrollment and a detailed definition of core expenses, see the Methodological Notes. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Fall 2017, 12-month Enrollment component and Spring 2018, Finance component.

Figure 24. Average salaries of full-time instructional non-medical staff equated to 9-months worked, by academic rank: Academic year 2017-18



NOTE: See Methodology Notes for more details on average salary. N is the number of institutions in the comparison group.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Spring 2018, Human Resources component.

ECONOMIES of Scale

Cal Maritime does not achieve Economies of Scale like other universities which have significantly higher student counts

FEE COMPARISON Institutions

Academic Year - Undergraduate Resident Tuition and Fees

Institution	2015-16	2016-17	2017-18	2018-19	2019-20
University of Connecticut (Storrs, CT)	\$13,366	\$14,066	\$14,880	\$15,730	\$17,226
Rutgers University (New Brunswick, NJ)	\$14,131	\$14,372	\$14,638	\$14,974	\$15,407
Illinois State University (Normal, IL)	\$13,666	\$14,061	\$14,061	\$14,516	\$14,832
Wayne State University (Detroit, MI)	\$12,791	\$13,363	\$13,864	\$14,266	\$14,723
George Mason University (Fairfax, VA)	\$10,752	\$11,300	\$11,924	\$12,462	\$12,564
University of Maryland, Baltimore County	\$11,006	\$11,264	\$11,518	\$11,778	\$12,028
Comparison Average	\$10,674	\$10,944	\$11,233	\$11,569	\$11,932
University of Colorado at Denver	\$10,719	\$10,741	\$11,258	\$11,395	\$11,447
Arizona State University at Tempe	\$10,478	\$10,640	\$10,792	\$10,822	\$11,338
Georgia State University at Atlanta	\$10,686	\$10,686	\$10,858	\$10,858	\$11,076
Cleveland State University	\$9,636	\$9,636	\$9,636	\$10,387	\$10,745
University of Texas at Arlington	\$8,878	\$9,202	\$9,538	\$10,082	\$10,626
State University of New York at Albany	\$9,036	\$9,263	\$9,538	\$9,816	\$10,236
University of Wisconsin at Milwaukee	\$9,429	\$9,493	\$9,565	\$9,588	\$9,598
North Carolina State University	\$8,581	\$8,880	\$9,058	\$9,101	\$9,101
University of Nevada at Reno	\$6,952	\$7,192	\$7,359	\$7,764	\$8,034
California State University	\$6,818	\$6,881	\$7,303	\$7,303	\$7,337

Source : <https://www2.calstate.edu/attend/paying-for-college/csu-costs/Pages/comparison-institution-rates-5-year.aspx>

CSU FY19-20 Campus Fees

Campus	Campus Mandatory Fees							Subtotal	Tuition	Totals
	Health Facilities	Health Services	Instructionally Related Activities	Materials Services & Facilities	Student Success Fee	Student Assoc.	Student Center		Undergraduate Full-Time	Full-time Tuition + Campus Fees
San Luis Obsipo	\$11	\$636	\$330	\$1,241	\$878	\$341	\$764	\$4,201	\$5,742	\$9,943
Sonoma	\$40	\$430	\$520	\$40	\$0	\$258	\$850	\$2,138	\$5,742	\$7,880
Humboldt	\$66	\$666	\$674	\$353	\$0	\$117	\$246	\$2,122	\$5,742	\$7,864
San José	\$70	\$380	\$0	\$33	\$669	\$196	\$762	\$2,110	\$5,742	\$7,852
Chico	\$6	\$492	\$396	\$202	\$0	\$138	\$830	\$2,064	\$5,742	\$7,806
San Marcos	\$40	\$326	\$80	\$249	\$500	\$150	\$630	\$1,975	\$5,742	\$7,717
Stanislaus	\$24	\$408	\$336	\$288	\$0	\$154	\$590	\$1,800	\$5,742	\$7,542
San Diego	\$50	\$300	\$398	\$50	\$426	\$70	\$474	\$1,768	\$5,742	\$7,510
Bakersfield	\$6	\$326	\$183	\$62	\$0	\$409	\$691	\$1,677	\$5,742	\$7,419
Pomona	\$6	\$262	\$40	\$0	\$436	\$123	\$787	\$1,654	\$5,742	\$7,396
Sacramento	\$48	\$252	\$397	\$0	\$0	\$143	\$786	\$1,626	\$5,742	\$7,368
San Francisco	\$6	\$314	\$236	\$696	\$0	\$108	\$164	\$1,524	\$5,742	\$7,266
Monterey Bay	\$0	\$186	\$254	\$165	\$0	\$96	\$700	\$1,401	\$5,742	\$7,143
Maritime	\$14	\$740	\$130	\$280	\$0	\$210	\$0	\$1,374	\$5,742	\$7,116
East Bay	\$6	\$386	\$134	\$3	\$240	\$129	\$360	\$1,258	\$5,742	\$7,000
Northridge	\$6	\$150	\$36	\$5	\$236	\$214	\$588	\$1,235	\$5,742	\$6,977
San Bernardino	\$28	\$268	\$167	\$15	\$185	\$123	\$424	\$1,210	\$5,742	\$6,952
Dominguez Hills	\$6	\$150	\$10	\$5	\$560	\$135	\$338	\$1,204	\$5,742	\$6,946
Fullerton	\$7	\$174	\$78	\$78	\$393	\$161	\$291	\$1,182	\$5,742	\$6,924
Long Beach	\$10	\$150	\$50	\$10	\$346	\$124	\$402	\$1,092	\$5,742	\$6,834
Channel Islands	\$6	\$190	\$260	\$145	\$0	\$150	\$324	\$1,075	\$5,742	\$6,817
Los Angeles	\$6	\$277	\$126	\$5	\$283	\$54	\$275	\$1,026	\$5,742	\$6,768
Fresno	\$6	\$226	\$264	\$46	\$0	\$69	\$236	\$847	\$5,742	\$6,589

Source: <https://www2.calstate.edu/attend/paying-for-college/csu-costs/tuition-and-fees/campus-mandatory-fees/>

Cal Maritime FY2019-20 Final Budget Allocations

	(4)	(7)	(8)	Actual 2018-19 College year FTES	Expenditures per FTES		
	Total 2019-20 General Fund	Total 2019-20 Gross Tuition & Fee Revenue	2019-20 Gross Operating Budget		Total 2019-20 General Fund Per FTES	Total 2019-20 Gross Tuition & Fee Revenue Per FTES	Total 2019-20 Gross Operating Budget Per FTES
	(Sum of Cols. 1-3)	(Cols. 5 + 6)	(Cols. 4 + 7)				
Bakersfield	\$87,405,309	\$61,459,000	\$148,864,309	9,131	\$9,573	\$6,731	\$16,304
Channel Islands	90,574,610	41,028,000	131,602,610	6,144	14,742	6,678	21,420
Chico	140,015,432	112,283,000	252,298,432	16,060	8,718	6,991	15,709
Dominguez Hills	109,471,452	89,154,000	198,625,452	12,076	9,065	7,383	16,448
East Bay	111,172,961	105,675,000	216,847,961	12,400	8,966	8,522	17,488
Fresno	183,037,032	146,203,000	329,240,032	21,338	8,578	6,852	15,430
Fullerton	226,992,661	250,602,000	477,594,661	32,295	7,029	7,760	14,788
Humboldt	90,719,910	57,452,000	148,171,910	7,066	12,839	8,131	20,969
Long Beach	242,674,936	248,738,000	491,412,936	30,466	7,965	8,164	16,130
Los Angeles	187,130,639	157,206,000	344,336,639	22,466	8,329	6,997	15,327
Maritime	36,943,076	10,744,000	47,687,076	1,226	30,128	8,762	38,890
Monterey Bay	87,896,283	42,269,000	130,165,283	6,510	13,502	6,493	19,995
Northridge	246,171,096	233,857,000	480,028,096	30,795	7,994	7,594	15,588
Pomona	172,674,842	157,528,000	330,202,842	22,622	7,633	6,963	14,596
Sacramento	192,757,737	183,083,000	375,840,737	25,913	7,439	7,065	14,504
San Bernardino	136,523,808	125,781,000	262,304,808	16,653	8,198	7,553	15,751
San Diego	226,870,096	281,280,000	508,150,096	32,110	7,065	8,760	15,825
San Francisco	198,020,659	210,857,000	408,877,659	25,707	7,703	8,202	15,905
San Jose	192,262,682	234,804,000	427,066,682	26,909	7,145	8,726	15,871
San Luis Obispo	160,752,268	207,786,000	368,538,268	20,442	7,864	10,165	18,029
San Marcos	101,997,052	89,320,000	191,317,052	11,671	8,740	7,653	16,393
Sonoma	81,034,783	55,396,000	136,430,783	8,376	9,675	6,614	16,288
Stanislaus	83,486,447	58,170,000	141,656,447	8,457	9,872	6,878	16,750
Campus Total	\$3,386,585,771	\$3,160,675,000	\$6,547,260,771	406,832	\$8,324	\$7,769	\$16,093

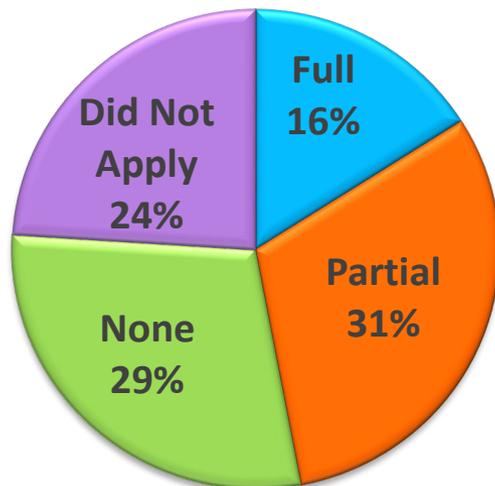
FY2019-20 Maritime Cost Comparison

	Cal Maritime	SUNY	Mass Maritime	Maine Maritime
Tuition/ Fees	7,116	8,508	10,314	14,058
Room & Board	12,828	13,256	13,352	10,720
	<u>\$ 19,944</u>	<u>\$ 21,764</u>	<u>\$ 23,666</u>	<u>\$ 24,778</u>

Cal Maritime Financial Aid

- 167 First Time Freshman (FTF) graduated in 2019
- 62% or 104 FTF graduated with Loan Debt

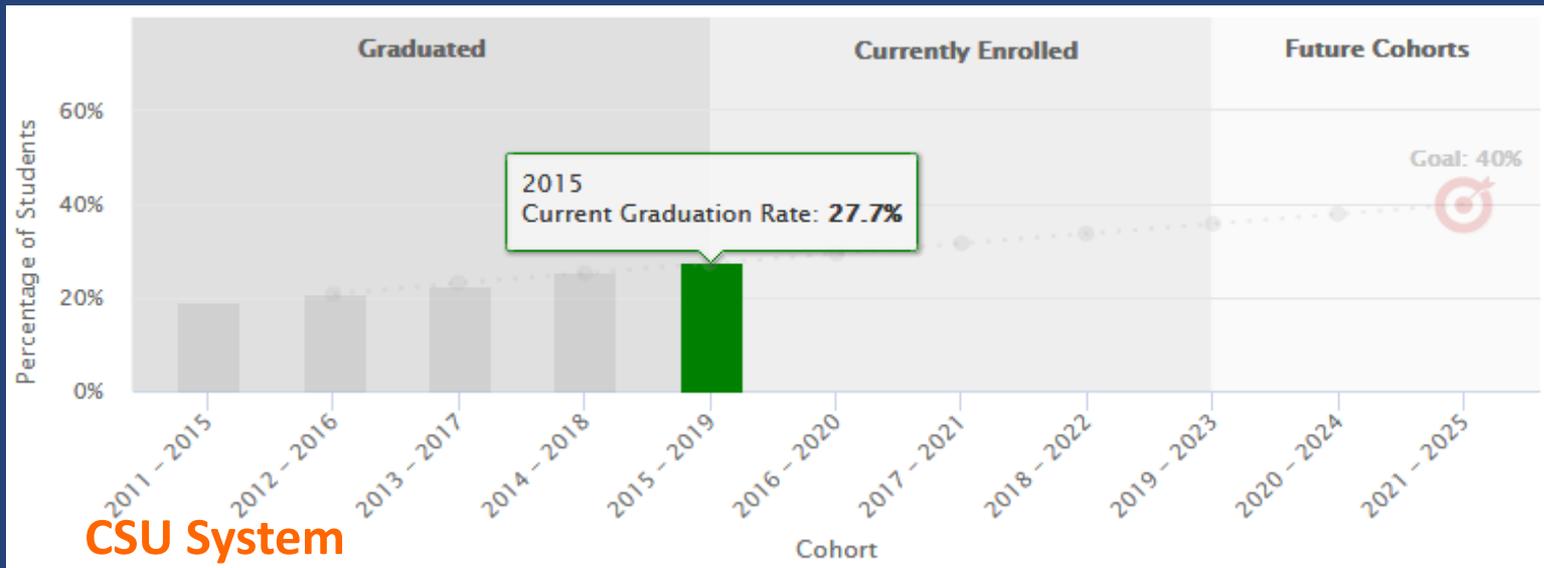
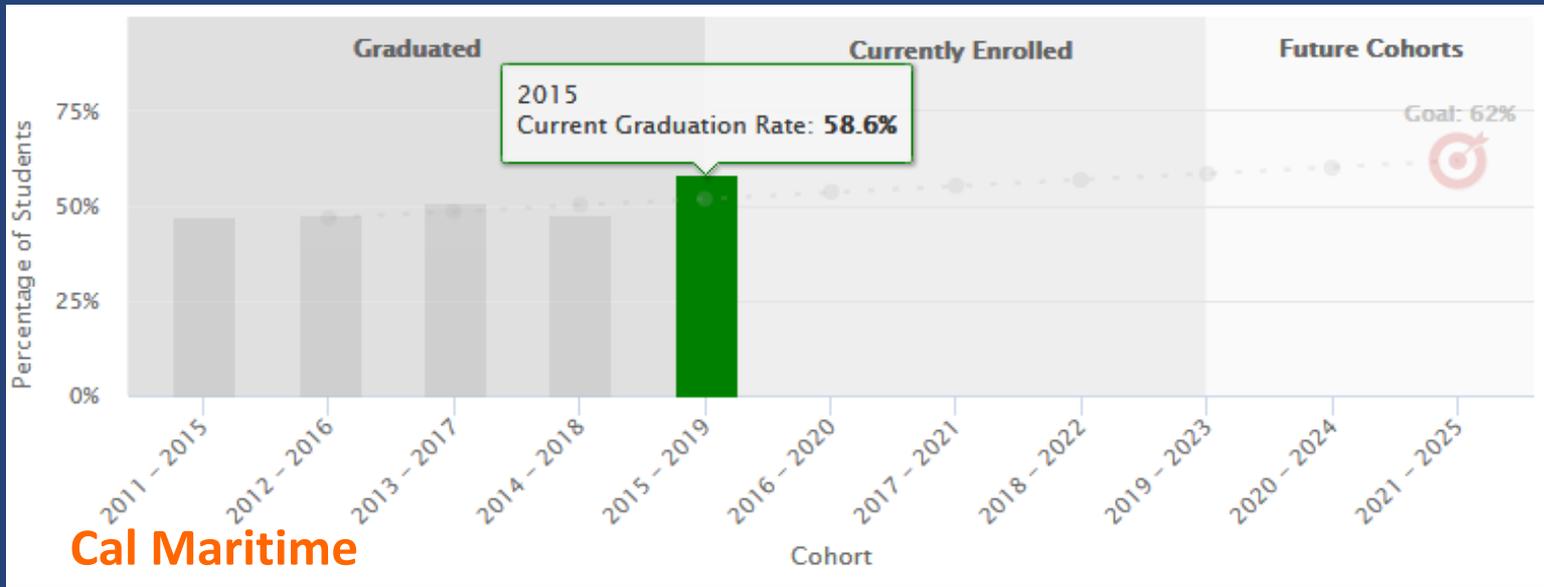
Financial Aid, 2019-20
TUITION & CAMPUS BASED FEES
COVERED BY NON-LOAN AID



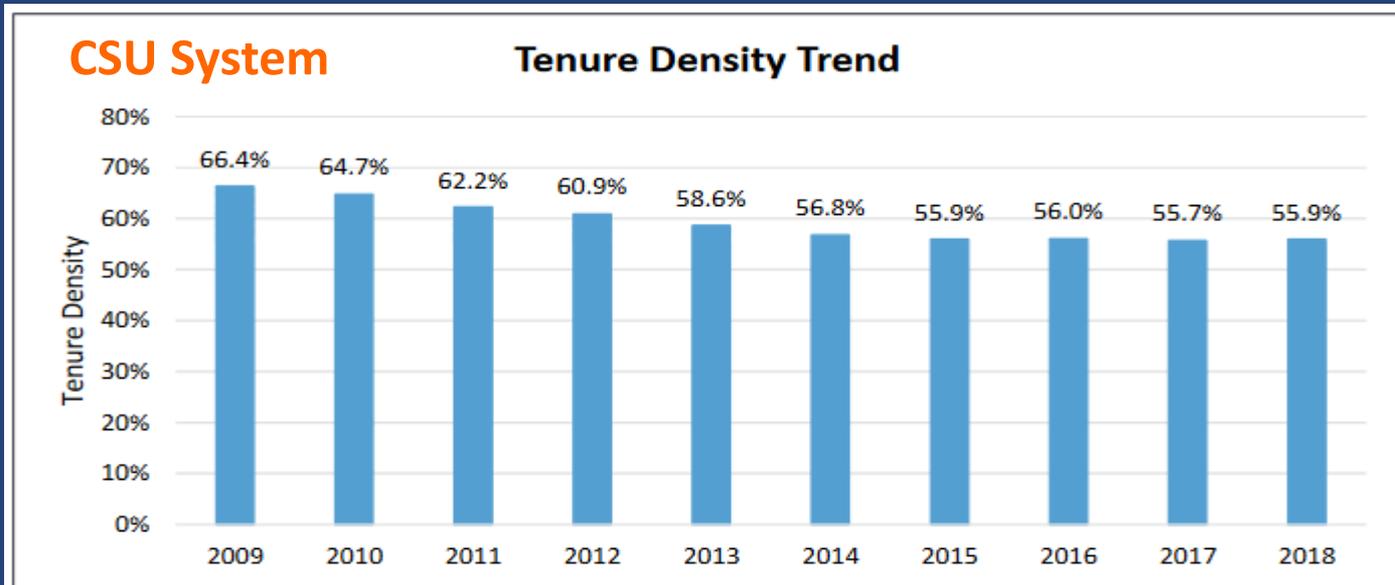
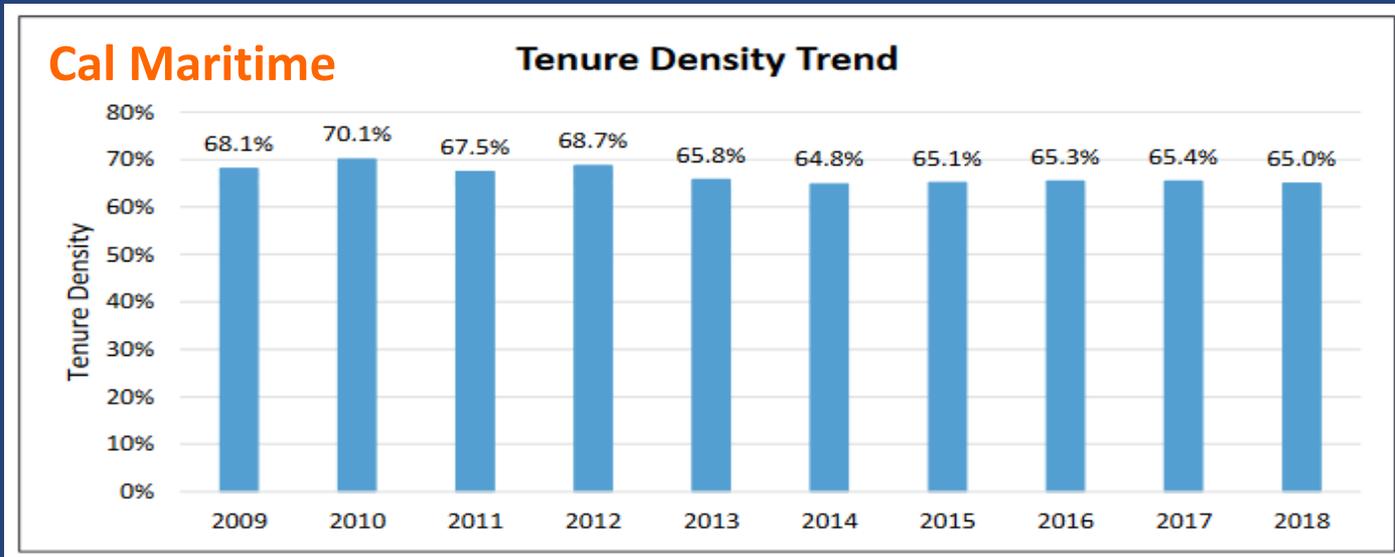
The average student loan debt of the 104 FTF is \$30,292 (both Federal & Private loans)

- Federal Loans - 56% or 93 out of 104 FTF averaging \$25,018
- Private Loans - 7% or 11 FTF averaging \$49,464

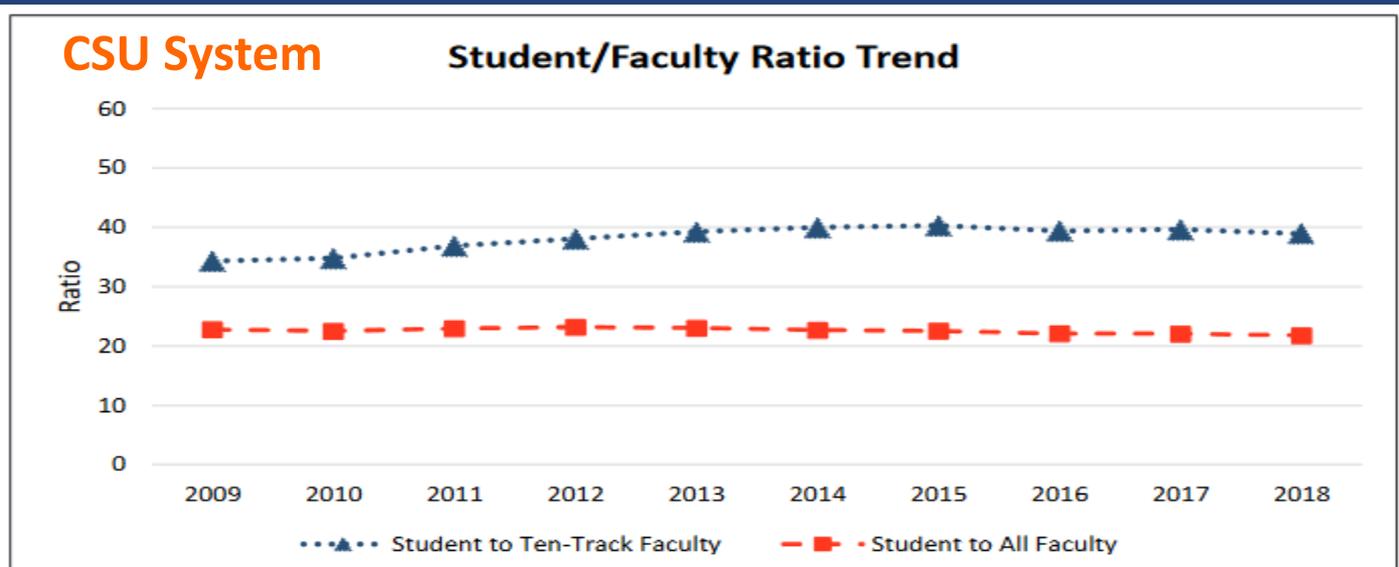
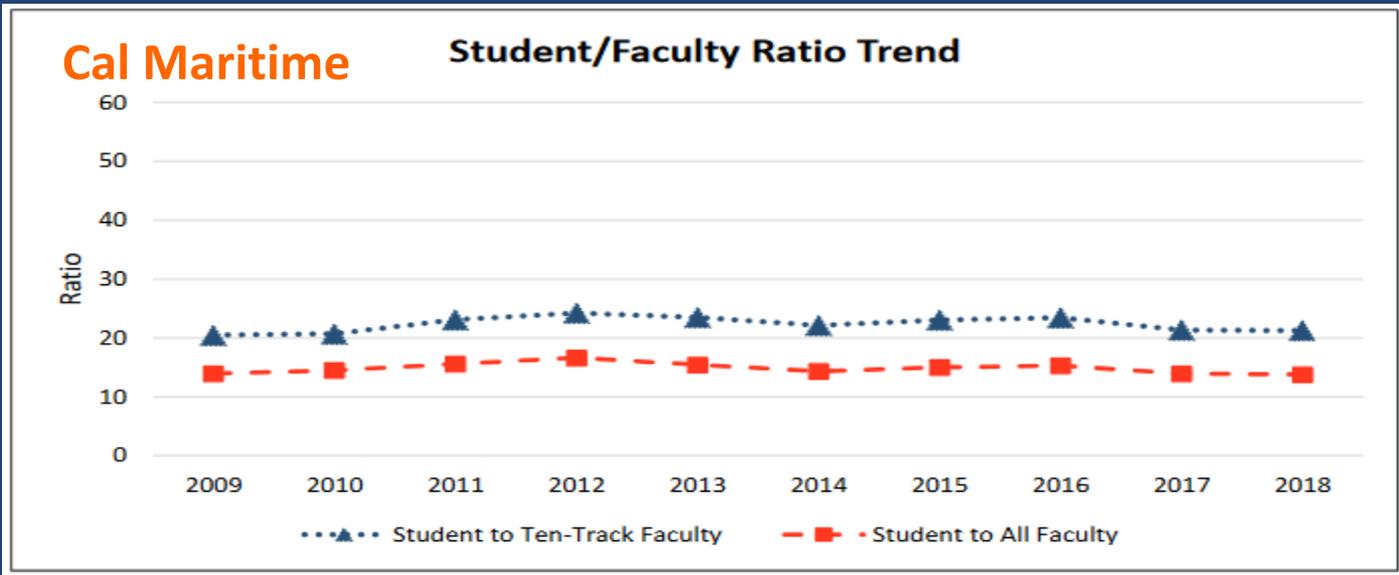
4-Year Freshman Graduation Rate



Faculty Profile Tenure Density



Faculty Profile Student Faculty Ratio



2. Cal Maritime Financials

- Operating (General) Fund Actuals
- Expenditures Trends
- Construction Projects
- Cal Maritime IPEDS Headcount Summary
- Bargained Compensation
- Cal Maritime 2019-20 Budget

Cal Maritime Operating Fund Actual Expenditures

	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19
Salaries	15,089,885	16,455,658	18,054,774	19,645,220	21,279,177	22,418,235	23,330,128
Benefits	6,476,050	7,164,180	8,408,417	9,203,011	10,405,704	11,231,713	11,857,827
Salaries & Benefits	21,565,935	23,619,839	26,463,191	28,848,231	31,684,881	33,649,948	35,187,955
Utilities	1,048,086	1,099,662	1,214,535	1,216,450	1,485,355	1,550,373	1,681,165
Insurance Premiums	384,242	521,517	610,561	618,602	655,523	697,287	667,675
Communications	453,950	381,837	142,827	151,244	140,557	168,646	163,986
Information Technology Costs	801,390	607,341	588,370	803,363	1,078,126	746,401	1,028,427
Vehicles & Equipment	600,902	682,943	329,744	436,441	353,725	790,441	645,473
Cruise Operating Expense	514,379	666,313	950,988	1,140,936	952,463	1,057,623	761,646
Cruise Fuel Costs	87,914	873,533	1,343,146	15,485	343,278	552,755	819,086
Travel- International Experience	223,277	357,160	194,265	370,104	410,143	388,291	336,505
Financial Aid	1,671,272	1,651,955	1,825,580	1,871,665	1,604,102	1,478,058	1,476,531
Travel	534,513	440,593	479,972	507,890	524,591	622,622	678,264
Supplies/ Contract Services	2,301,868	2,143,469	2,488,711	2,469,280	2,302,576	2,048,133	1,814,093
Prof'l Dev, Registration, Memberships	165,670	210,015	243,642	289,446	294,436	357,145	261,526
Other Initiatives - Onetime Funds			200,000			236,000	1,005,333
Other Operating Expenses	746,513	739,082	855,728	777,170	604,493	445,388	531,260
Buildings Repairs & Maintenance	802,099	690,004	569,625	1,134,974	701,056	434,235	332,454
Deferred Maintenance - Onetime Funds						182,367	2,180,172
Capital Expenditures - Onetime Funds	319,438	665,923	2,340,950	492,206	165,895	46,277	206,093
Operating Expense	10,655,510	11,731,347	14,378,644	12,295,257	11,616,320	11,802,044	14,589,690
Operating Fund Balance	32,221,445	35,351,186	40,841,835	41,143,487	43,301,201	45,451,992	49,777,645

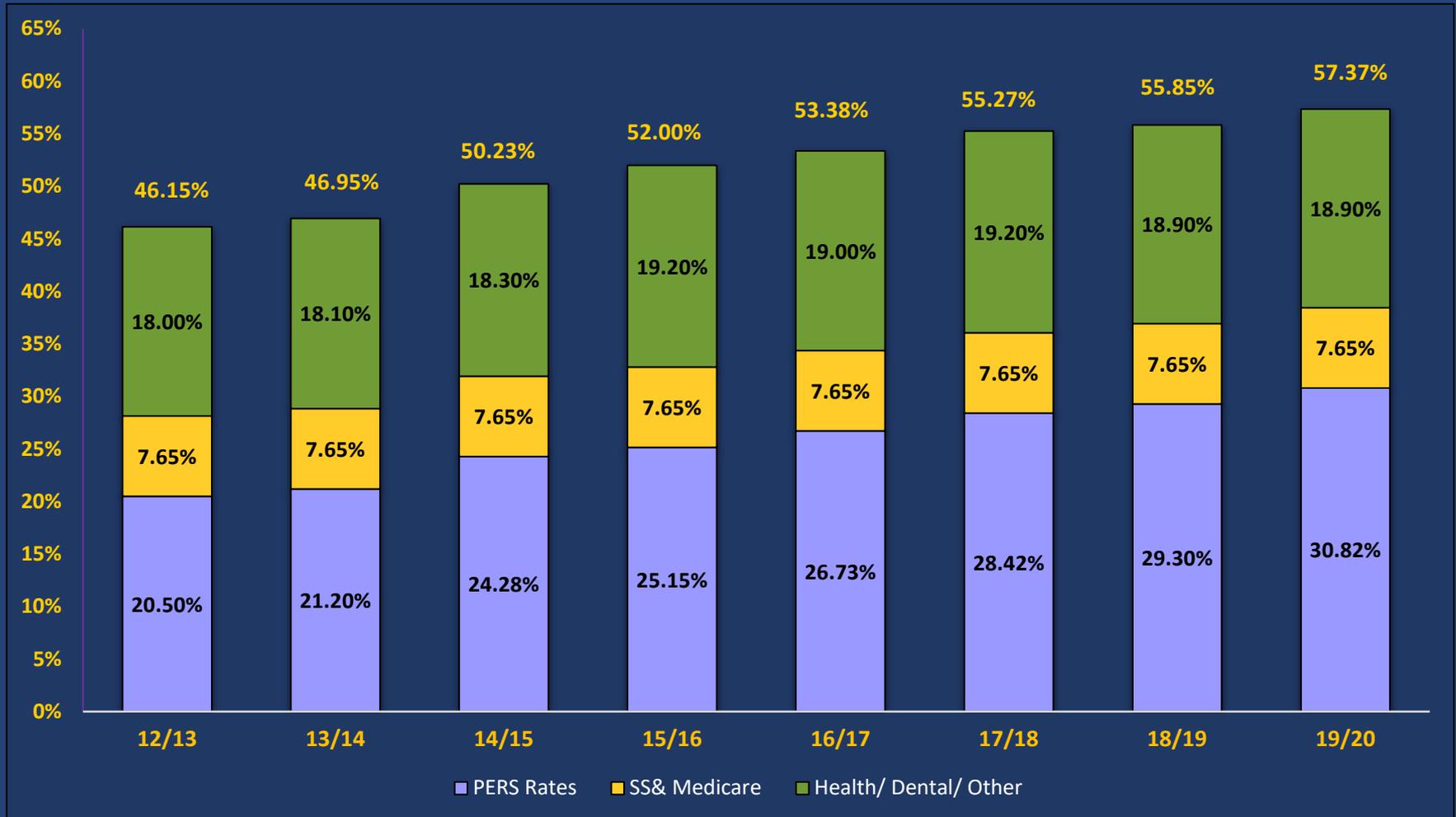
Cal Maritime All Utilities



Cal Maritime CSURMA Insurance Expense



Cal Maritime Benefits Rates



Cal Maritime Projects Completed in 2019-20

2019 Projects	Amount	Source
Captain William Aguilar Statue	\$ 13,500	Campus
Traffic Speed Displays	9,500	Campus
Lab Building Exterior Repainting	20,000	Campus
Lot O IT Trench	130,600	Campus
TSGB Dock Boiler Replacement	1,238,000	CO
Baffle Wall Replacement	935,000	Campus/CO/Settlement
Tech Building Exterior Repainting	22,000	Campus
Summer 2019 - Classroom Building 2nd Floor Classroom Refreshes	26,000	Campus
Oceanography Lab	291,000	Campus
Overlook Landscape & Parking Lot I	826,000	Campus
Maritime North Roof Replacement	1,553,000	CO
Maritime North Thresholds and Smoke Detectors	140,000	CO
New Windows -Admin, Classroom, Faculty Offices Building	248,000	Campus
Administration Building Exterior Repainting	12,500	Campus
Faculty Office & Classroom Buildings Exterior Repainting	33,000	Campus
Campus Wayfinding Project - Phase 1 Vehicular Directionals	371,000	Campus
Campus Fire Recovery - Trees & Erosion Control	1,075,000	Campus
Harbor Dredging	460,000	CO
Water Line & Valves - Phase 1	495,000	CO
Campus Storm Drain - Phase 2	165,000	CO

2020 Projects

PG&E Undergrounding at PEAC	\$ 608,000	CO
Rizza Auditorium Interior Refresh	228,000	Campus

Cal Maritime IPEDS Headcount

- IPEDS Headcount numbers are a snapshot in time, October 31
- Challenges of tracking head count
 - Headcounts do not include part-time but do include **temporary**
 - Position may appear as new but transferred from another division
- IPEDS includes Non Operating Fund headcount: Housing/ Dining, Extended Learning, Bookstore, and other Self Support

Cal Maritime IPEDS Non-Instructional Costs

- What are Non-Instructional Costs?
 - Personnel: Staff, Management, Librarians, Coaches, Deans, Provost, President
 - Personnel functional areas; Registrar, Admissions, Financial Aid, Health Services, Career Services, Information Technology, Police Services, Facilities, Custodial/ Grounds, Human Resources, etc.
 - Non-Instructional Operating Expenses

Cal Maritime IPEDS Headcount

	IPED F/T Person Count					
	2012	2013	2014	2015	2016	2017
Non-Instr - Operating (General) Fund	130	132	140	156	170	175
Non-Instr - Self Support Enterprise	26	30	31	29	34	33
Total Non-Instructional	156	162	171	185	204	208
Instruction - Operating (General) Fund	56	59	64	66	65	71
Grand Total	212	221	235	251	269	279
	Annual Salary					
	2012	2013	2014	2015	2016	2017
Non-Instr - Operating (General) Fund	8,996,892	9,233,496	9,973,884	11,248,986	12,631,680	13,432,272
Non-Instr - Self Support Enterprise	1,038,132	1,346,736	1,404,048	1,342,668	1,896,336	1,800,984
Total Non-Instructional	\$10,035,024	\$10,580,232	\$11,377,932	\$12,591,654	\$14,528,016	\$15,233,256
Instruction - Operating (General) Fund	4,217,844	4,434,828	4,865,496	5,112,732	5,348,868	6,058,140
Grand Total	\$14,252,868	\$15,015,060	\$16,243,428	\$17,704,386	\$19,876,884	\$21,291,396

Cal Maritime Headcount

➤ Operational needs are changing – Compliance, Reporting, Regulations

- Safety Compliance & Risk Mgmt
- Equity Programs Title 9
- Sport Coord/ Basketball Coach
- Sport Coord/ Women's Soccer Coach
- Aquatics Director
- Webmaster/ Social Media
- Sports Information Director
- Communications and Marketing
- 3 Schools
- Student Affairs Division
- Student Activities Coordinator
- EOP Director
- Disability Services
- Discipline & Conduct
- Director of Marine Development
- HR Database Systems Analyst
- Peoplesoft Analyst
- GroundsKeeper
- Facilities Director
- Administrative Support Assistant
- Energy Director
- Administrative Career Assistant
- EAP Program Director
- Academic Ops/ Budget Coordinator
- Institutional Research
- Associate Provost
- Event Coordination & Donor Engagement
- Prospect Researcher
- Alumni Relations and Gift giving
- University Affairs Director

Bargained Compensation

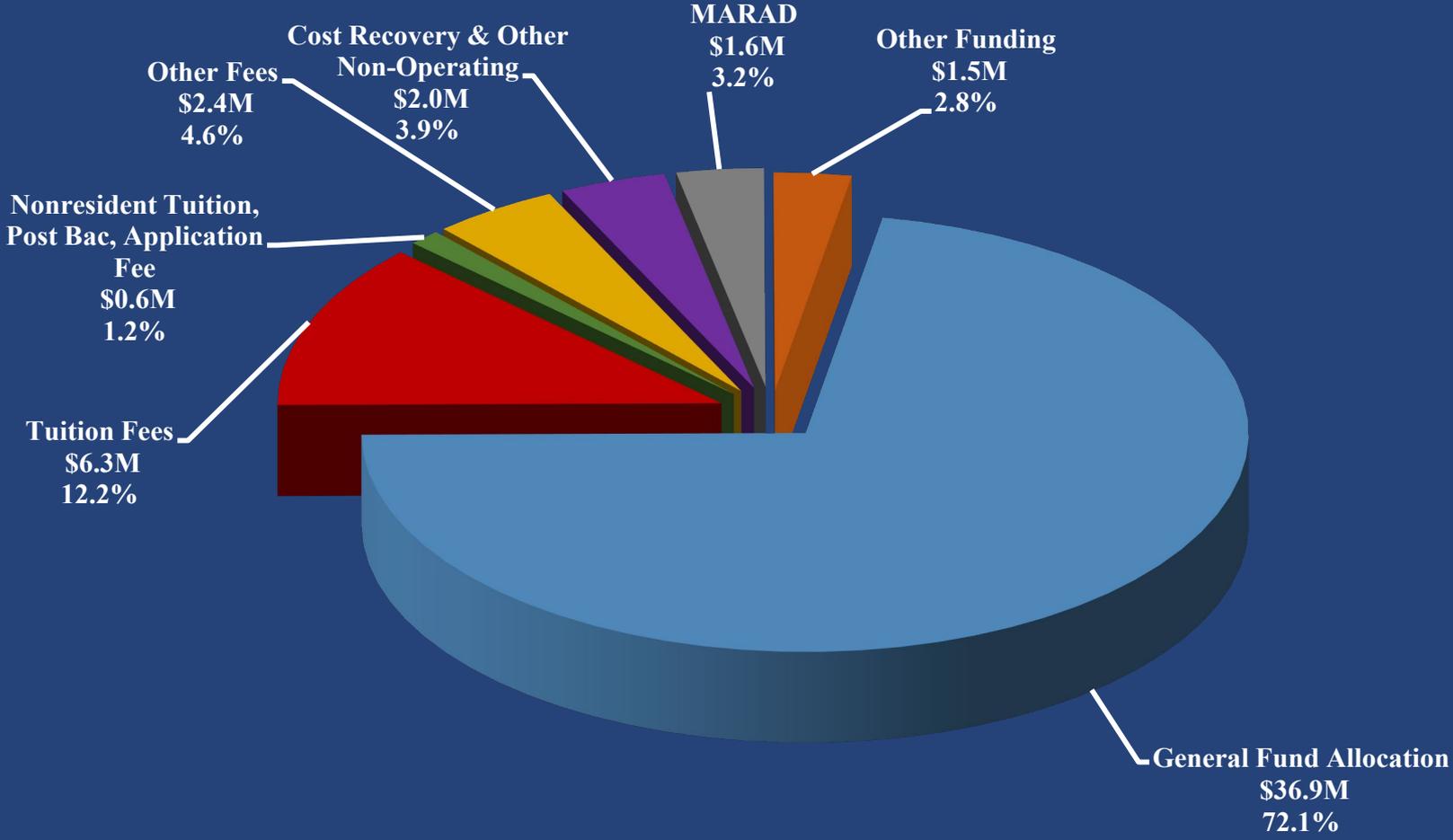
Furlough



		2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
R03	GSI	4.70%	0.00%	0.00%	0.00%	0.00%	0.00%	\$80/mnth	3.0% + 1.6%	5.0% 6/30/16	2.00%	3.50%	3.50%
	Service	2.65%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	-			
R02,5,7,9	GSI	3.46%	0.00%	0.00%	0.00%	0.00%	0.00%	1.34%	3.00%	2.00%	3.0% +2.0% 6/30/17	3.0% + \$650 Onetime	3.00%
	Service	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	-	-		
R04	GSI	4.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.34%	3.00%	2.00%	3.0% +2.0% 6/30/17	3.0% + \$650 Onetime	3.00%
R08	GSI	8.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.60%	2.00%	2.00%	2.00%	3.0% + \$650 Onetime	-
R10	GSI	3.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.34%	3.00%	2.00%	3.0% +2.0% 6/30/17	3.0% + \$650 Onetime	3.00%
Nonrepresented-M80, C99		6.75% Pool	0.00%	0.00%	0.00%	0.00%	0.00%	1.34% Pool	3.0 % Pool- Per BOT Resolution	2.0 % Pool- Per BOT Resolution	2.0 % Pool- Per BOT Resolution	2.5% Pool	3.0 % Pool- Per BOT Resolutio

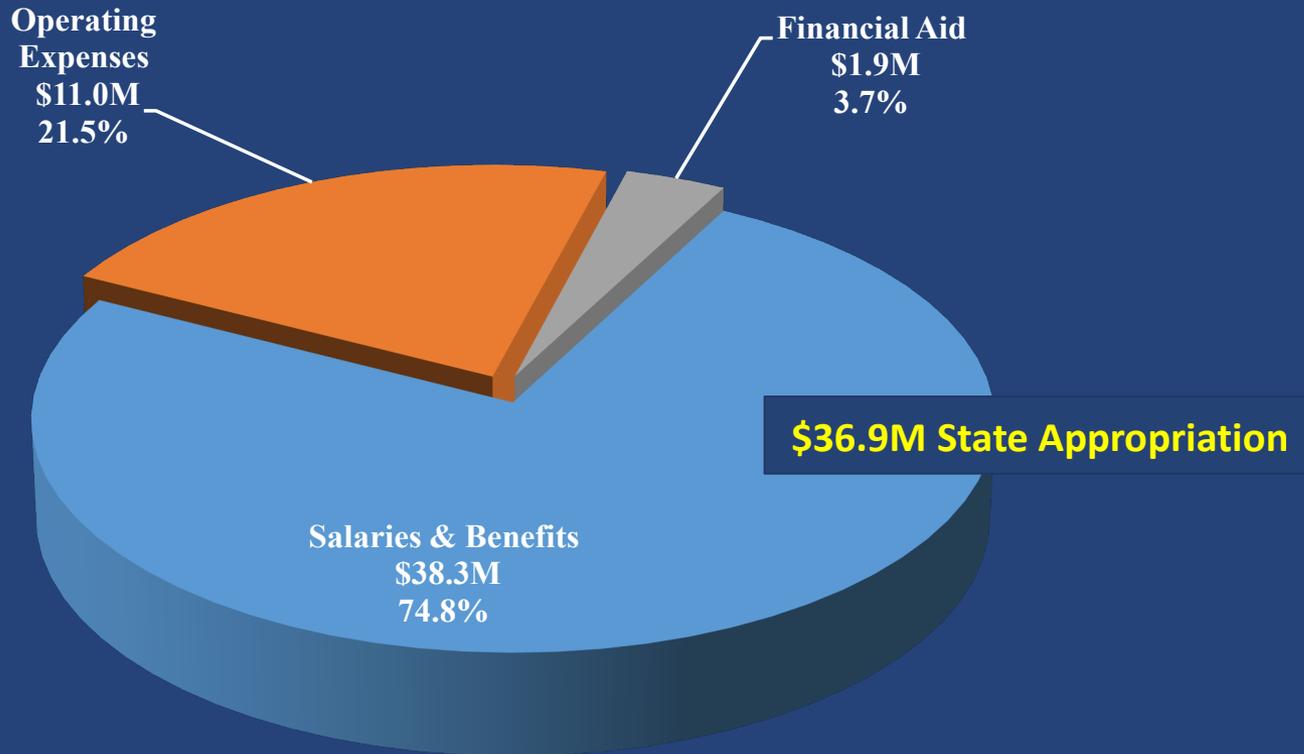
Cal Maritime
2019-20 BUDGET

Cal Maritime 2019-20 Budget



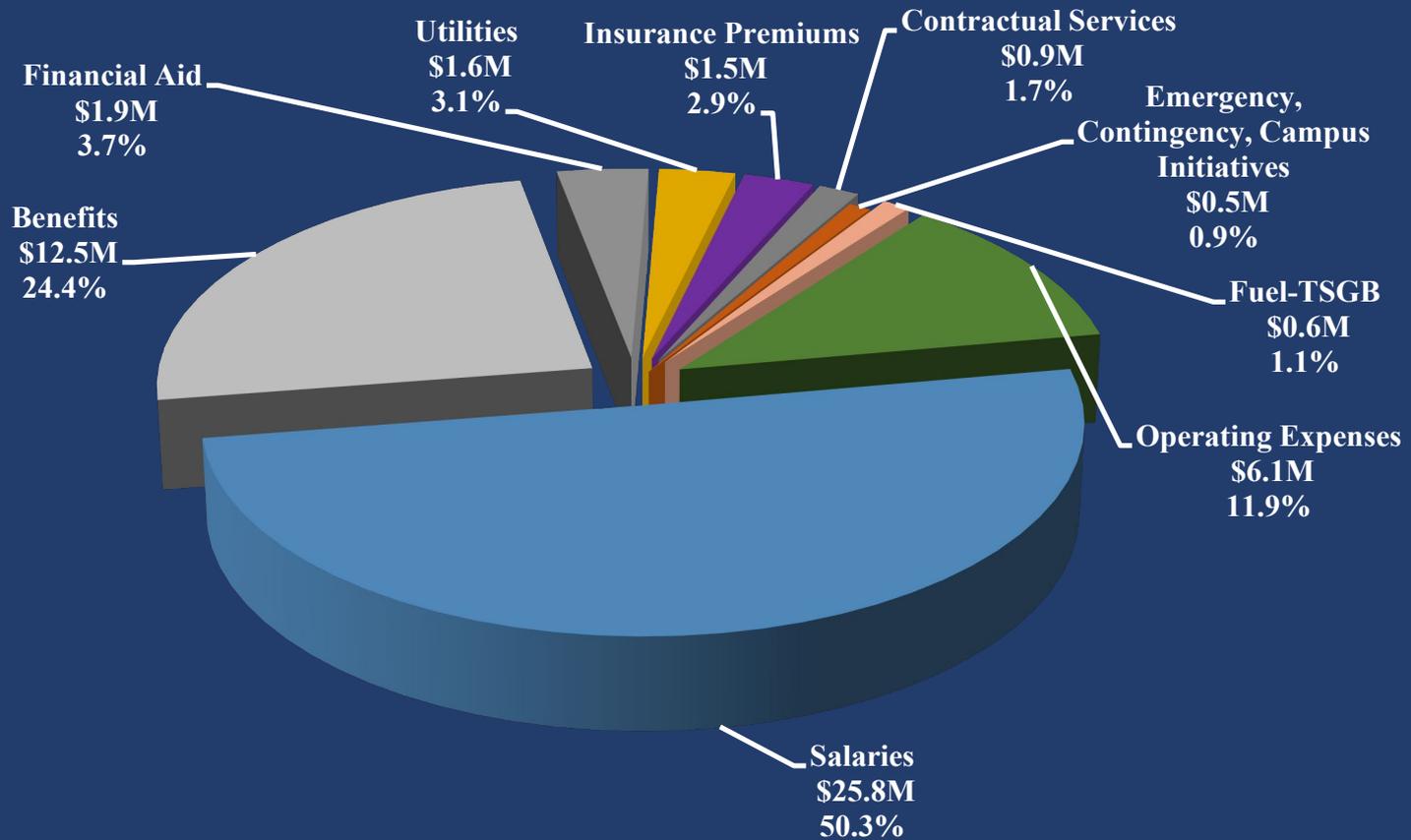
Total Operating Budget: \$51.2M

Cal Maritime 2019-20 Budget



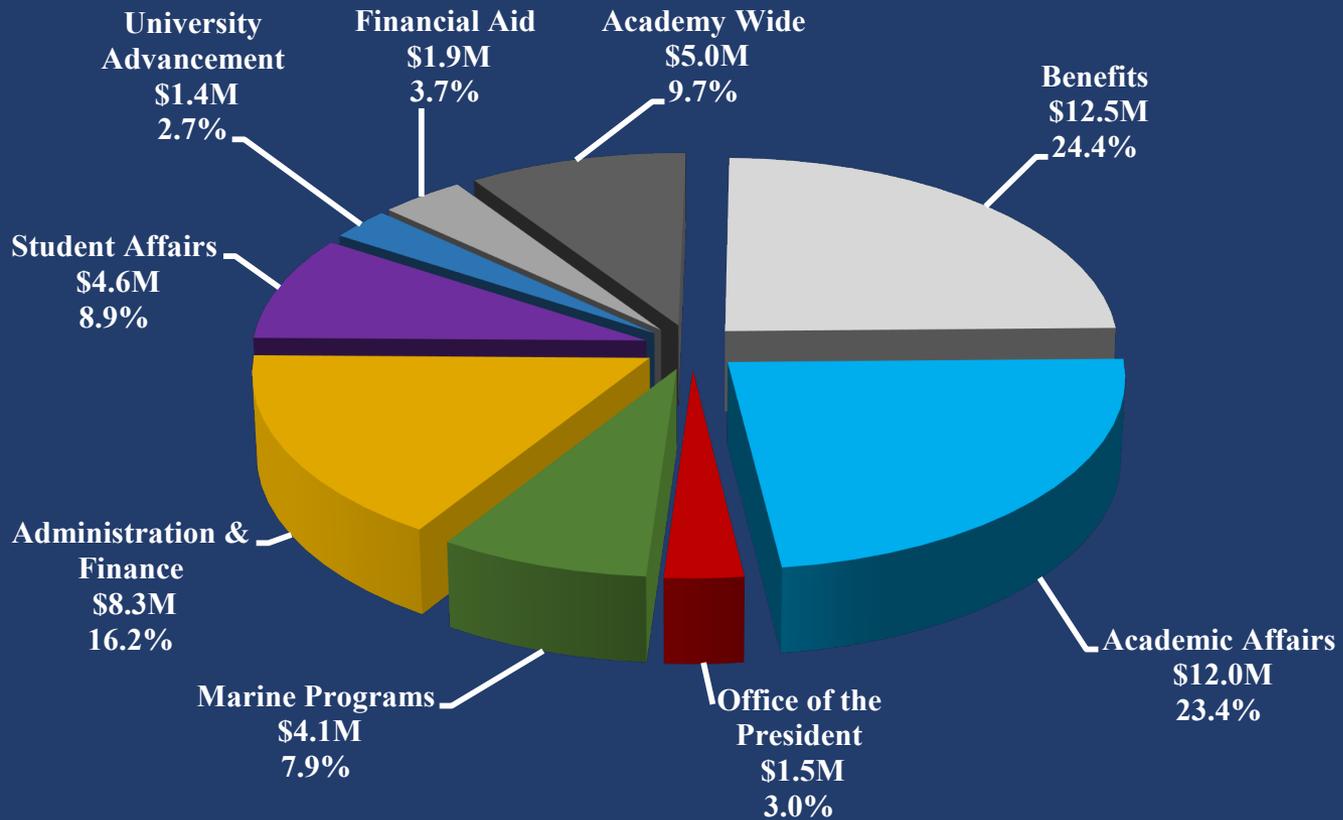
Total Operating Budget: \$51.2M

Cal Maritime 2019-20 Budget



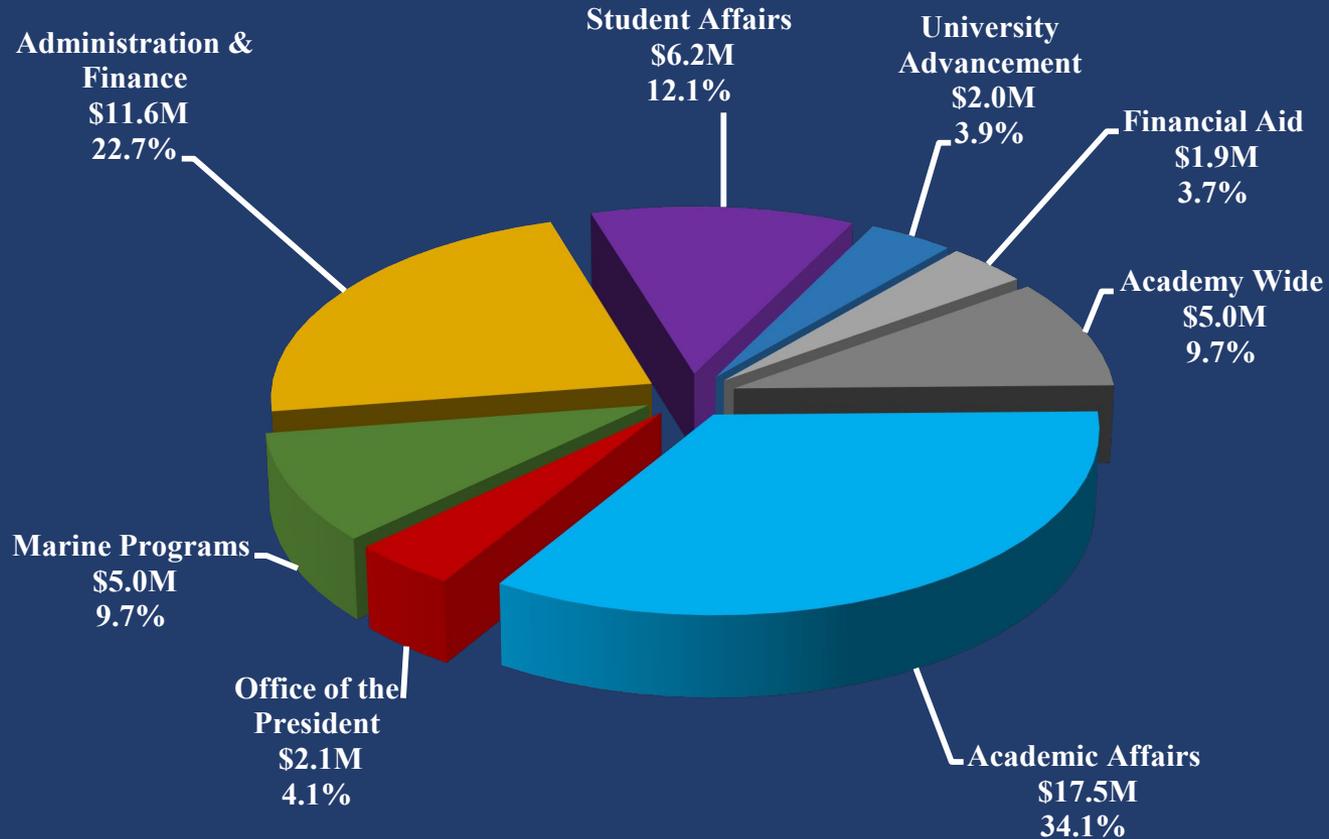
Total Operating Budget: \$51.2M

Cal Maritime 2019-20 Budget



Total Operating Budget: \$51.2M

Cal Maritime 2019-20 Budget



Total Operating Budget: \$51.2M

3. Provide Clarification on Non-Instructional Costs

Memo Response to Non-Instructional Report

December 2019



MEMORANDUM

To: The Executive Committee of the Academic Senate

Dinesh Pinisetty, Chair
Engineering Technology

Keir Moorhead, Vice Chair
Engineering Technology

Sarah Senk, Secretary
Culture and Communication

Margot Hanson, Member at Large
Library

Frank Yip, Member at Large
Sciences and Mathematics

Elizabeth McNie, Member at Large
Marine Transportation

Steve Browne, CSU Senator
Marine Transportation

Cynthia Trevisan, CSU Senator
Sciences and Mathematics

From: Franz Lozano, Vice President & CFO *FL*
Administration & Finance

CC: President's Cabinet

Date: December 5, 2019

Re: An Analysis of Non-Instructional Personnel Costs at California State University Maritime Academy (2012-2018)

Page 19 Key Findings Non-Instructional Personnel Cost Overruns

- 1 • Over the past seven years (2012/13-2018/19), spending on non-instructional staff positions that are not utilized at similar universities totaled *at least* \$30 million.¹³ For perspective, the total cost of the Cal Maritime Recreation and Aquatic Center was \$26 million (WRNS Studio – Cal Maritime Recreation & Aquatic Center, n.d.). All else equal, by 2020/21 (in three academic years), this total will double.
- 2 • For every dollar spent at Cal Maritime,¹⁴ 16-25 cents goes to fund non-instructional staff positions that similar universities do not utilize. This is equal to \$8.4-12.8 million in excessive non-instructional spending per year. Tables 8-10 reveal that eliminating the non-instructional personnel spending overrun provides enough funding to increase instructional staff spending by 82%-125%.
- 3 • At Cal Maritime, students and taxpayers pay an annual cost premium to finance non-instructional staff of about \$8,000-\$12,000 per undergraduate student. Eliminating this cost would provide enough funding for students to attend Cal Maritime tuition-free *and* on-campus room-and-board costs could be discounted by 15%-45%.¹⁵ This estimate only counts the excess, or overrun, not total non-instructional staff spending, which is about \$26,555 per student.
- 4 • Adjusting for inflation and differences in cost of living, similar universities are able to subsist on 30-45% less per student to fund non-instructional staff positions than Cal Maritime currently spends.

Page 19 – Key Findings Non-Instructional Personnel Cost Overruns

Response to #1

1 • Over the past seven years (2012/13-2018/19), spending on non-instructional staff positions that are not utilized at similar universities totaled *at least* \$30 million.¹³ For perspective, the total cost of the Cal Maritime Recreation and Aquatic Center was \$26 million (WRNS Studio – Cal Maritime Recreation & Aquatic Center, n.d.). All else equal, by 2020/21 (in three academic years), this total will double.

- Budget decisions are made after consultation and considering input from key stakeholder groups on campus e.g. BAC, CLC, Cabinet members
- Cal Maritime spending is monitored
- Financial reports of Actual spending versus Budget are reviewed by key stakeholders monthly
- Enterprise (self support) and State Funds (appropriations) were combined
- There is NO basis to support the statement that \$30M will double to \$60M in three academic years

Page 19 – Key Findings Non-Instructional Personnel Cost Overruns

- 2** • For every dollar spent at Cal Maritime,¹⁴ 16-25 cents goes to fund non-instructional staff positions that similar universities do not utilize. This is equal to \$8.4-12.8 million in excessive non-instructional spending per year. Tables 8-10 reveal that eliminating the non-instructional personnel spending overrun provides enough funding to increase instructional staff spending by 82%-125%.
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Page 19 – Key Findings Non-Instructional Personnel Cost Overruns

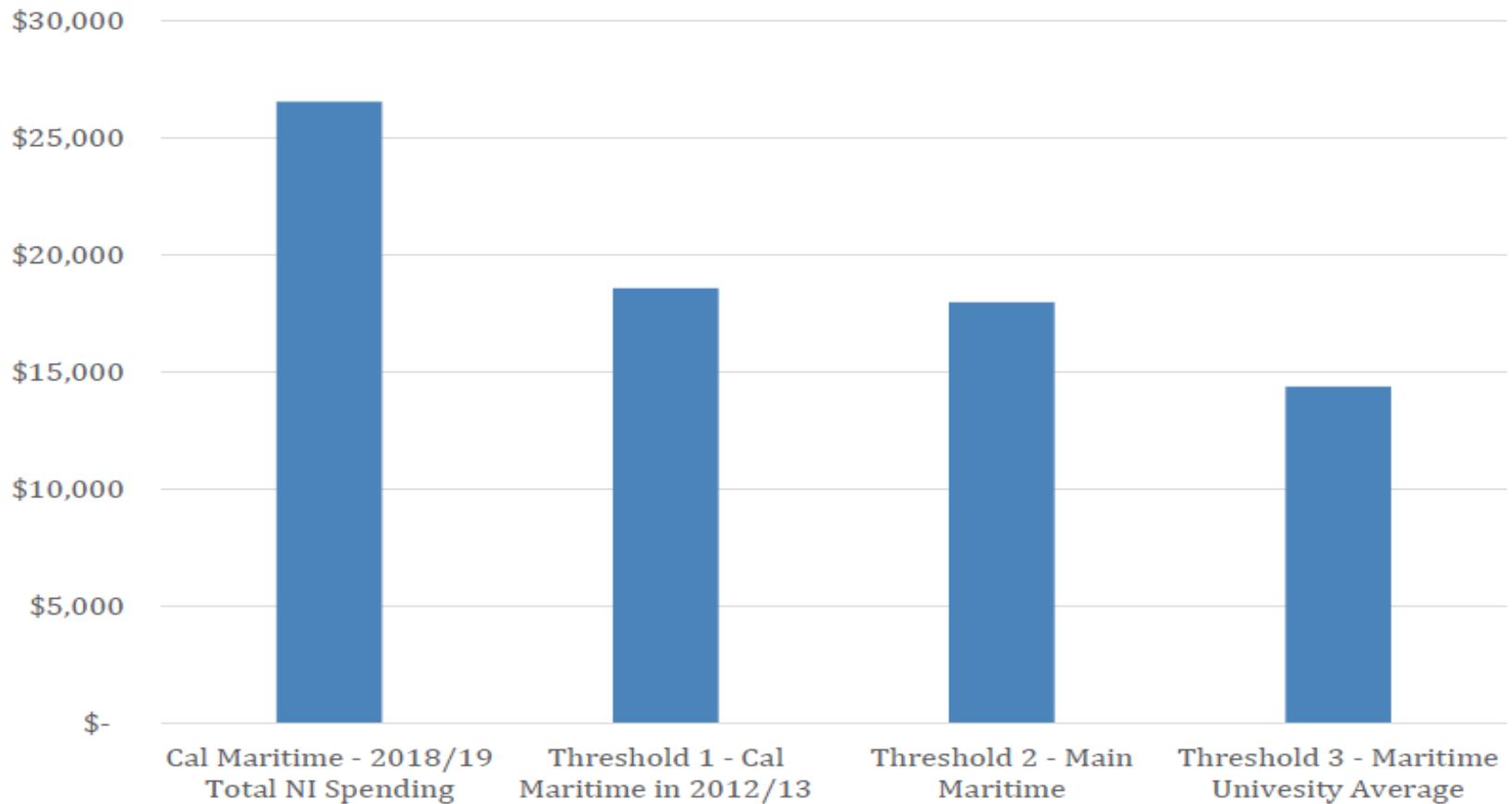
Response to #2, 3, 4

- Student tuition is set by the CSU Board of Trustees
- Local fees are set by each campus
- Eliminating the “non-instructional personnel spending overrun” will NOT result in free tuition
- Is it reasonable to focus on one segment of cost?
....campus activities are **interdependent**
- Instructional cost increases can translate into additional increases to Non-Instructional costs

Page 15 – Table 7: Non Instructional Personnel Related Costs Per Undergraduate Student

Table 7: Non-Instructional (NI) Personnel-Related Costs per Undergraduate Student (2018/19)

Source: IPEDS



Non Instructional Personnel Spending Overruns

	#1 Threshold FY12/13 CMA + Inflation	#2 Threshold FY17/18 Maine + 27% COL	#3 Threshold Comparison Grp + 15% COL
FY17/18 Student Count	1,050	1,050	1,050
FY18/19 Operating Fund Budget	\$51.2M	\$51.2M	\$51.2M
Cost Per Student	\$ 48,778	\$ 48,778	\$ 48,778
Instructional Staff Related Costs	\$ 9,731	\$ 9,731	\$ 9,731
All Other University Expenses	\$ 12,492	\$ 12,492	\$ 12,492
In the end the Non Instructional Staff is still the same number	\$ 26,555	\$ 26,555	\$ 26,555
Non Instructional Staff Related Costs up to Threshold Per Student	\$ 18,576	\$ 17,981	\$ 14,401
Non Instructional Personnel Spending Overrun Per Student	\$ 7,979	\$ 8,574	\$ 12,154
	\$ 8,375,186	\$ 8,999,729	\$ 12,757,489
% Above Threshold	16.0%	18.0%	25.0%
Projected University Costs Overrun	\$ 8,400,000	\$ 9,000,000	\$ 12,800,000
Noninstructional Spending as a percent of Faculty Spending	82%	88%	125%

Non Instructional Personnel Spending Overruns

Divisions	FY18/19 Budgeted Salaries	Estimated Benefits	Total
Academic Affairs	\$ 10,030,373	\$ 5,095,429	\$ 15,125,802
Admin & Finance	6,181,771	3,140,340	9,322,111
Marine Programs	1,682,724	854,824	2,537,548
Office of the President	1,138,577	578,397	1,716,974
Student Affairs	3,200,503	1,625,856	4,826,359
University Advancement	1,094,872	556,195	1,651,067
	\$ 23,328,820	\$ 11,851,041	\$ 35,179,861

Putting it into perspective

Page 27 – Highly Paid Administrators

Non Instructional Report	Response
<ul style="list-style-type: none">“ Despite being seven times larger than Cal Maritime, in 2018, CSUMB employed nine employees who made more than \$175,000 while Cal maritime employed six”	<ol style="list-style-type: none">1. President2. Provost/ VP of Academic Affairs3. CFO/ VP of Administration & Finance4. VP of Student Affairs5. VP of University Advancement6. Health Center Physician

Page 33 – Key Finding University Advancement

Key findings about university advancement finances

- 1 • UA is operating at a loss of *at least* \$1 million per year.
- 2 • Even though UA provides significant grant and scholarship money to Cal Maritime students, UA takes 3-4 times that much money from the general fund; money that would otherwise go to support student learning and general wellbeing. Rather than supporting Cal Maritime students, UA is being supported by student tuition and taxpayer funds.
- 3 • If UA cut expenses by \$1 million per year (significantly more than the total of all labor and operational costs charged to the general campus fund), all else equal, they would still be operating well below the level that Charity Navigator describes as “grossly inefficient.”
- 4 • Increases in total Foundation assets do not indicate fundraising success. They are driven by ordinary stock market returns from previously invested funds and money charged to the general campus fund.
- 5 • The audited financial statements that Foundation stakeholders use to determine UA operational efficiency and the utility of donations are not accurate. Significant costs (*e.g.*, all personnel costs) are not reported. Revenues from fundraising operations reported on the audited financial statements are also inflated. Likewise, the Cal Maritime Budget Plans are misleading because they also exclude significant UA operational costs. These errors are structural and repeated year-on-year. They make UA appear to be much more efficient than it actually is.

Page 33 – Key Findings University Advancement

Response to 1 through 5

- University Advancement is a division that is accounted for on the State side as part of the Operating (General) Fund
- The California Maritime Academy Foundation, Inc (Foundation) is a separate 501c3 legal entity
- Foundation is the fund raising arm of Cal Maritime and supports the campus with resources other than the General Fund
- Each are tracked in separate legal entities and require separate funds and reports in accordance with accounting regulations. Revenues are reported in accordance with GAAP guidelines
- Both are audited by an external CPA firm annually and conform to CSU reporting guidelines

Page 33 – Key Findings University Advancement

Response to 1 through 5

- University Advancement is NOT operating at a loss of \$1M per year
- University Advancement nor the Foundation subscribes to the Charity Navigator. University Advancement cannot be classified as a charity as it is a General Fund supported division

Page 30 & 31 – University Advancement (UA) Finances

Non Instructional Report

Response

Page 31 “Operational costs listed on the Cal Maritime Budget Plans appear to be significantly underreported. For example, there are no apparent expenses listed for office costs or for transportation, storage, maintenance, and selling of donated boats on either the audited financial statements or in the Cal Maritime budget plan. It is not clear where these expenses are charged.”

The costs in question are reported in the “Enterprise Aux Expenses line of Table 18

Table 18: Estimated University Advancement Schedule of Revenues and Expenses

<u>Expenses</u>	2018/19
Salaries & Wages	\$ 852,580
Benefits & FICA Taxes (58.65% of S&W)	\$ 500,038
Operational Expenses	\$ 23,800
Enterprise Aux. Expenses*	\$ 845,536
Depreciation	\$ 654,904
Student Scholarships/Grants	\$ 412,588
Total Expenses	\$ 3,289,446
Total Donations	\$ 2,330,500
Net Income (Loss)**	\$ (958,946)
<u>Revenues</u>	2018/19
Revenues from Fundraising Ops***	\$ 2,330,500
Revenues from Campus General Fund	
Salaries & Wages	\$ 852,580
Benefits & FICA Taxes (58.65% of S&W)	\$ 500,038
Operational Expenses	\$ 23,800
Total Revenues	\$ 3,706,918

* It is not clear what Enterprise Aux. Expenses are. Administration has not responded to the September 2019 written request from the faculty members of Budget Advisory Committee seeking clarification

Page 34 – University Advancement Personnel

The Office of University Advancement (UA) at Cal Maritime now houses sixteen personnel positions (fifteen posted at the link below and another just added in 2019/20).

https://www.csum.edu/c/document_library/get_file&uuid=bc9ac0f0-ff93-40f2-81c5-f4e51fa63e2f&groupId=63314

The Main website lists six personnel positions within the Department of Advancement. There are three managerial positions listed at the link below:

<https://mainemaritime.edu/undergraduate-catalog/administration>

- There are three other advancement personnel positions at Maine posted at the link below:

<https://mainemaritime.edu/support-Maine/contact-us>

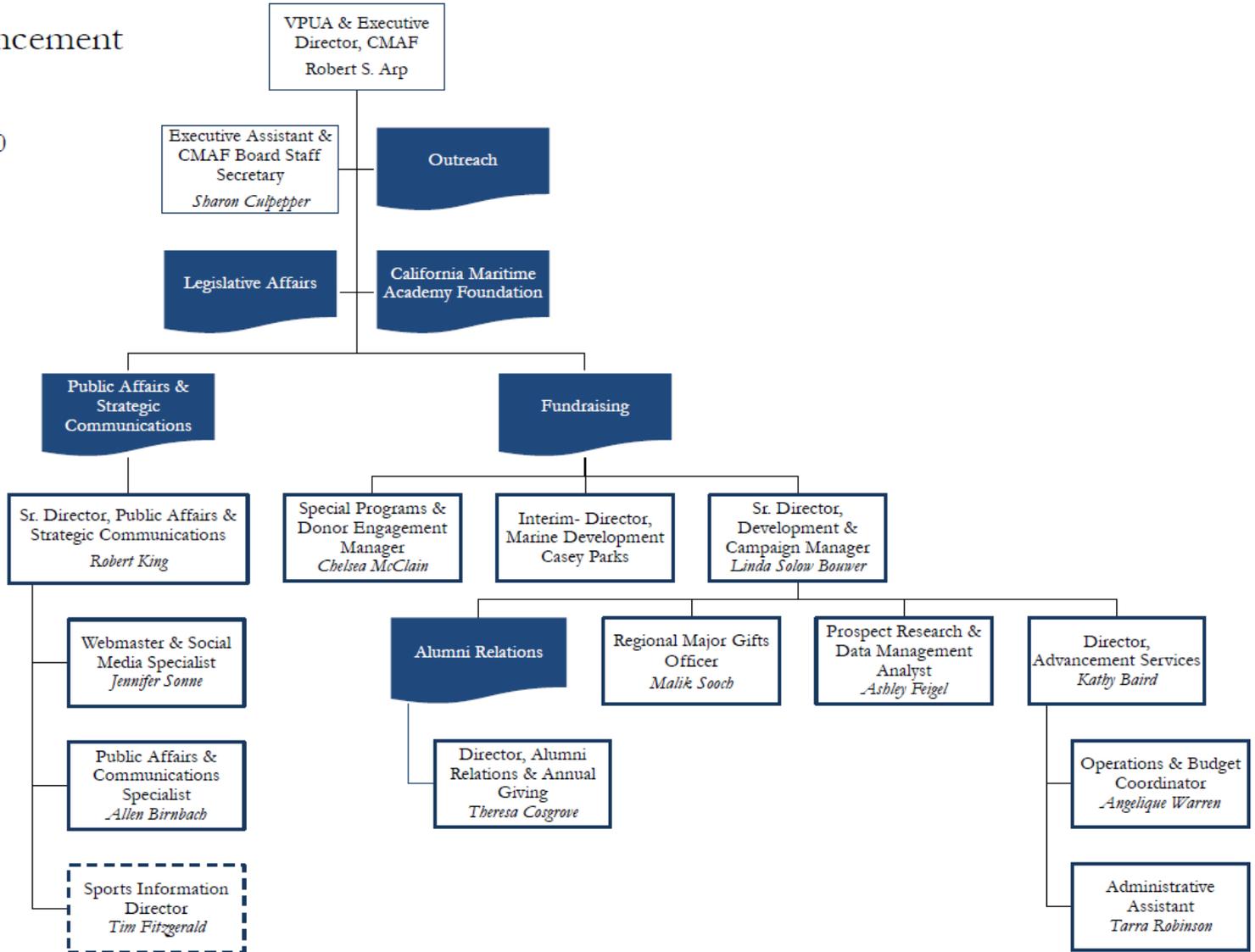
Mass lists six total university advancement personnel positions on their website:

<https://www.maritime.edu/advancement-personnel>

University Advancement Division

University Advancement
AY19/20

UPDATED: 02/26/2020

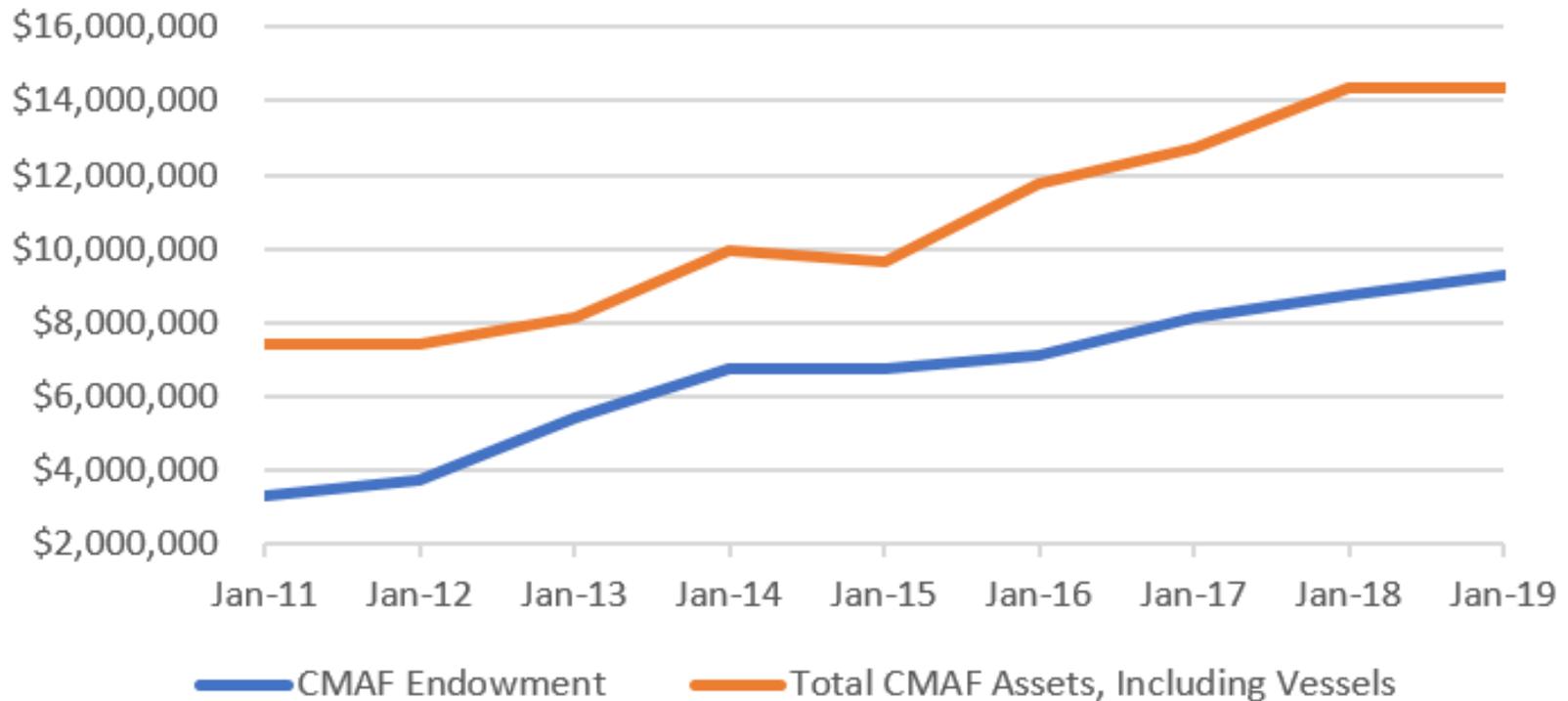


Cal Maritime University Advancement

- The Office of University Advancement manages the fundraising efforts on behalf of the Maritime Academy, which includes soliciting individuals, corporations, foundations, and professional associations for both operational, endowment, and capital campaign needs
- Additionally, UA oversees University Public Affairs and Communications, Alumni Relations, Community Outreach, and Government Relations

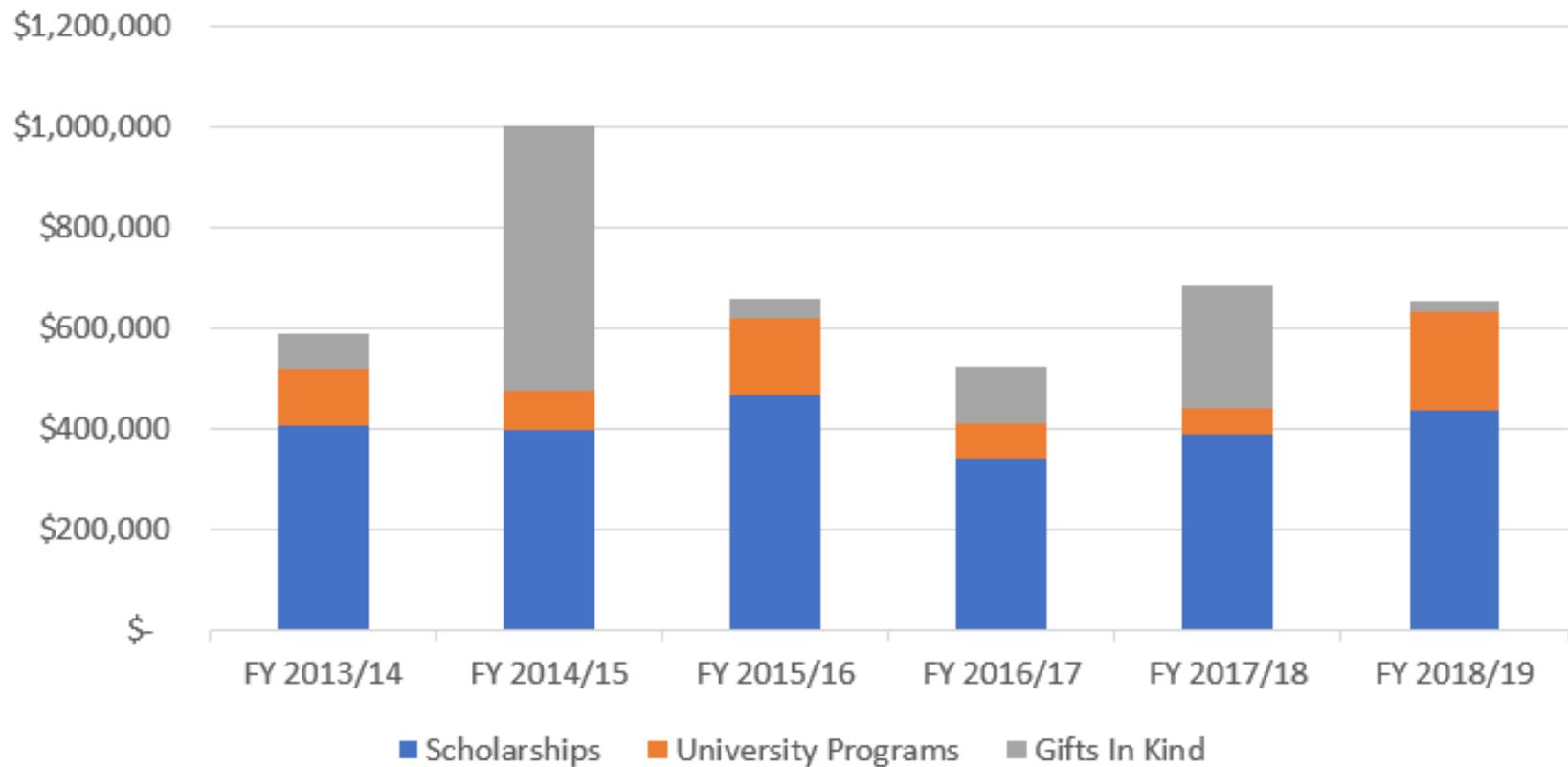
California Maritime Academy Foundation

CMAF Total Asset and Endowment Growth 2011 - 2019



California Maritime Academy Foundation

California Maritime Academy, Inc.
Distributions: 6 Year Historical Trend



California Maritime Academy Foundation

2019/2020 Distributions:

- * \$438,000 Scholarship Awards.
- * \$380,000 for facilities improvements.
- * \$100,000 Edwards Leadership Development Program
- * \$60,000 School of Engineering ABS distribution
- * \$250,000 for design for tug boat project, Z-drive Tug Boat (1.5 mil project)
- * \$50,000 for School of Engineering

2018 – 2019 Distributions:

- * \$9,000, Sr. Engineering Design Projects.
- * \$33,000, Instructional Equipment, including welders for the welding lab.
- * \$8,600 of \$25,000 gift from Northrop Grumman for the Maker Space.
- * \$202,000 various equipment for the School of Engineering, including a CNC Machine (\$130K).
- * \$437,000 in Need based and merit Scholarship Awards
- * \$100,000 for the Athletic Sailing Program

2017/2018 Distributions:

- * \$59,000 covered operating expenses of advancement, staff and faculty development activities organized by the President's Office including strategic planning retreats, specialty software to promote engagement, donations, event registrations, scholarship applications, and alumni interaction.
- * \$330,000 in scholarship awards, including athletic scholarships.
- * \$80,000 for Academic Program Support: including Gifts in Kind of pumps, engines and welding equipment.
- * \$30,000 for Student Activities, including Sr. Engineering Design Projects and Photo Competitions, and Conference attendance. Donations to ASCMA are collected by the Foundation.
- * \$39,000 ELDP distribution

Page 35 – Office of the President

Non Instructional Report	Response
<ul style="list-style-type: none">• “ 5 staff Positions in the Office of the President”• “Maine Maritime indicates 2 staff”	<ul style="list-style-type: none">• FTE is 4 + 1 Receptionist• Front Desk Receptionist is a University wide resource that reports to the Office of the President

Academic Affairs

1. In total, Cal Maritime has four employees at the rank of Dean within the department of academic affairs who report directly to the Provost/VP of Academic Affairs, but one of them also heads the Library, which is not a shared duty of any of the deans from Maine or Mass. Cal Maritime effectively has **three** Deans whose primary focus is on administering undergraduate academic programs.

<https://www.csum.edu/web/about/administration/provost/org-chart>

2. Maine employs two deans in the Department of Academic Affairs, but one of them also acts as Commandant, which at Cal Maritime is a separate administrative position. Maine effectively has **one** Dean whose primary focus is on administering undergraduate academic programs (Cal Maritime employs three times that number).

<https://mainemaritime.edu/undergraduate-catalog/administration/>

3. At Mass, there are two deans within the Department of Academic Affairs, but one of them is also head of the graduate program, which at Cal Maritime is a separate administrative position. In 2017, the graduate program at Mass reported an enrollment over twice as large as Cal Maritime (IPEDS). Mass effectively employs **one** Dean whose primary focus is on administering undergraduate academic programs (Cal Maritime employs three times that number).

[file:///C:/Users/tlewis/Downloads/05-02-2019%20MAINE%20Org%20Chart%20\(1\)%20\(1\).pdf](file:///C:/Users/tlewis/Downloads/05-02-2019%20MAINE%20Org%20Chart%20(1)%20(1).pdf)

4. At CSUMB, there are seven employees at the rank of Dean, but one of them is the Library Dean and one is the Dean of the College of Extended Education and International Programs. At CSUMB (seven times the enrollment of Cal Maritime), there are **effectively five deans** whose primary focus is on administering undergraduate academic programs. At Cal Maritime, there are three.

<https://csumb.edu/academicaffairs>

Page 36 – Academic Affairs

Response

- Cal Maritime has 3 school deans and 1 Library dean
- Regarding the other Maritime Academies and CSU Monterey Bay, we do not have access to their internal operations

Page 43 – Operating Costs in Administration & Finance

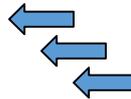
Appendix A

Non-instructional personnel costs other than salaries, benefits, or taxes

It is difficult to estimate operational costs that vary with staffing levels aside from salaries, benefits, and taxes (e.g., travel, professional development, office space, equipment, etc.). But the budget plan data indicates that these expenses are significant. For example, in 2018/19 in the Administration and Finance division, just the operational expense items; travel, IT hardware/software, supplies & services, and janitorial supplies totaled \$674,379, or 12% of salaries and wages in that division. In the interest of simplicity, this estimate of 12% leaves out a number of other items listed as operational expenses that may also vary with staffing levels.

Table 21: Operational costs in the Admin & Finance Division that are likely to vary with staffing levels

Travel	\$	52,200
IT Costs	\$	408,284
Supplies & Services	\$	166,339
Janitorial supplies	\$	47,556
Total	\$	674,379



Including building maintenance (\$243,500) in the estimate above, operational costs tied to staffing levels total 16% of salaries and wages in the Administration and Finance division. For the purposes of this report, the estimate of operational costs other than salaries, benefits, and taxes tied to non-instructional staffing levels is equal to 10% of salary outlays, an amount that the information above suggests is conservative. There is no clear method available for estimating the contribution of part-time or contract labor to the non-instructional staffing cost overrun.

Response:

- Highlighted costs cannot be applied as direct non-instructional personnel costs
- IT Costs are University Wide Operational Costs and are mostly allocations from CO for master software contracts
- Supplies & Services are inclusive of costs for campus wide vendor services such as elevator repair, tree trimming, etc
- Janitorial supplies are University Wide costs

University wide costs are not attributable to individual staff. They do not vary with staffing levels.



California State University Maritime Academy
February 2020