Base Budget Recommendations by Division for 2009-10
Executive Summary for the President’s Review – April 6, 2009

The Cal State East Bay Cabinet’s recommendations to the President regarding the University’s base budget have been guided by budget principles developed in October 2008, emphasizing a multi-year approach that applies the values and priorities established through earlier strategic planning processes. Critical among these are maintaining academic quality and enrollment momentum. Further, the principles stress that reductions should be strategic rather than “across the board,” that savings should not be transferred as costs to another unit, and that the University should “do things differently” where possible so as to protect services or quality, and, in some cases, lead to better outcomes.

Importantly, the Cabinet’s recommendations were developed carefully to sustain support for the University’s strategic priorities and minimize the long-term effects of proposed reductions on achieving the University’s mission.

Academic Quality
- Curricula for academic programs, including general education
- Instructional technology

Student Access and Success
- Advising
- Enrollment services (admissions, financial aid, student records, class scheduling)

Inclusive Campus Climate
- Multicultural learning
- Scholarship and professional development

Vibrant University Villages
- Residential and student life programs
- Online campus

Regional Stewardship
- Early outreach (building a college-going culture)
- Professional programs serving the regional workforce

Culture of Accountability
- Financial stability (balanced budget)
- Administrative efficiency

Quest for Distinction Realized
- Strategic decisions that build the University’s identity
- Promotion of CSUEB’s distinctiveness
Nonetheless, the magnitude of the reductions for Cal State East Bay mean that some opportunities will be lost, some services or activities will be reduced or delayed, and additional risks will be incurred. The attached spreadsheet summarizes the new base budgets for each division for 2009-10, and the following summary shows specific implications by division, as well as some common challenges.

**Academic Affairs**

- Reducing class offerings requires more careful schedule planning and risks increasing time-to-degree for some students.
- Reducing number of lower enrolled classes will increase overall university Student to Faculty Ratio (although caps will increase only with faculty concurrence).
- Increased minimum class size and overall increased university Student to Faculty Ratio may have a negative effect on student retention because students may receive less individual attention.
- Reducing class offerings may prompt some programs to seek impaction and some departments to cap enrollment growth.
- Reducing library acquisitions risks creating a collection gap and the ability to provide the most up-to-date materials.
- Reducing library acquisitions and staff risks less support for student and faculty research.
- Reducing assigned time for faculty risks faculty burnout, fewer grant proposal submissions, and a reduction in professional publications.
- Reducing travel support for faculty risks a reduction in important professional exchanges and scholarly publications.
- Reducing staff numbers (due to attrition) risk less face-to-face support for students, faculty and administrators.
- Reducing operating expenses and equipment will in turn reduce support and learning for students in many disciplines.
- Reducing student assistants means less support for students overall, in particular in computer labs and departmental offices.
- Reducing tenure-track hiring risks a return to low tenure-track density which reduces the number of qualified faculty who will apply to be department chairs, academic senate officers, Promotion, Tenure and Retention committee members and other important positions at the university.

**Administration and Finance**

- Substituting self-service in Cashiering and Student Financial Services provides more flexibility for students, but also requires training.
- Substituting self-service in Human Resources, Payroll and Purchasing provides more flexibility for administrative units, but also requires training.
- Substituting external contract for motor pool reinforces careful management.
Information Technology Services

- Eliminating base budgets for project management and consulting makes these activities dependent on one-time funds.
- Reducing support for PeopleSoft and the data warehouse severely limits or delays new development.
- Reducing Service Desk support requires managing expectations.
- Suspending the smart classroom conversion program delays the University’s ability to meet instructional demand.
- Substituting virtual computing labs offers more flexibility for faculty and students but requires a cultural shift.
- Restructuring college and Concord Information Technology support requires a cultural shift.
- Reducing support for faculty use of emerging instructional technologies requires managing expectations.
- Capping software license expenditures may reduce levels of service.
- Extending refresh cycles for desktop computers, servers and storage requires more careful management of inventory and increases risks of down time for equipment failures.

Planning and Enrollment Management

- Substituting data warehouse reports for ad hoc reports provides standardized data for decision making but limits individualized analysis.
- Reducing overtime and temporary staff carries a risk of delays in processing applications, transcripts, degrees, and financial aid.
- Scaling back publications reduces exposure for outreach and recruitment.
- Scaling back events carries public relations risks for outreach and recruitment.
- Scaling back mailing risks communications breakdowns for prospective and current students.

Student Affairs

- Consolidating the University Advising Center and Career Development Center into the Academic Advising and Career Education center improves advising services for students, but may reduce career development services.
- Reducing program staffing carries a risk of delays in processing applications and reducing the level of service.
- Moving Orientation programs to a student fee basis requires a mandatory fee for transfer as well as freshmen and depends on online orientation to handle volume.
- Moving all Counseling and Psychological Services (CaPS) activities to Student Health provides a dependable fee basis.
- Contracting for some University Police Department services risks loss of control and may result in reducing responsiveness.
University Advancement

- Scaling back marketing and communications staff risks regional awareness of what makes CSUEB distinctive with risk to recruitment, fundraising, and CSUEB’s profile as the region’s Science, Technology, Engineering and Mathematics (STEM) education center.
- Scaling back publications risks reducing alumni engagement/giving, regional awareness, and advocacy for enrollment and legislative initiatives.
- Scaling back hosted outreach and regional events and limited participation as guests at other events carry public relations risks.
- Not filling fundraising positions and limiting the development program reduces or delays donor prospect development and planned giving promotion, especially as related to the comprehensive campaign.
- Reducing annual fund appeals limits discretionary funds for departments and alumni engagement.

In making the recommendations associated with the new base budgets, the Cabinet recognized the following common challenges:

- Managing expectations so that students, faculty, staff and other constituents understand that we need to do some things differently, which in many cases also means doing “less with less.”
- Ensuring that the advantages of self-service outweigh the more impersonal quality of this approach.
- Accommodating urgent, time-sensitive requirements, and non-routine situations (e.g., in supporting instruction) with remote and/or automated systems.
- Being responsive to specialized needs of individual colleges, departments, administrative units, and locations (e.g., Concord) that don’t easily conform to centralized approaches.
- Restructuring support at Concord requires careful planning and management in order to sustain recent initiatives and community support.
- Maintaining quality control with less supervision and administrative support.
- Reducing student assistants means a loss of income for working students.
- Sustaining professional development with travel limitations.
- Preserving some flexibility for unexpected circumstances with limited contingency funds.

Attachments