During the 2008-09 fiscal year, Cal State East Bay’s Cabinet recommended base budget adjustments guided by budget principles developed in October 2008. This approach emphasizes a multi-year approach that applies the values and priorities established through earlier strategic planning processes at the University. 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. At the time, the University recognized that some opportunities would be lost, some services or activities reduced or delayed, and additional risks incurred.

Throughout 2008-09 the University’s Planning, Assessment, and Budget Committee (UPABC) met regularly to advise the Cabinet; the Academic Senate and its Executive Committee discussed the budget frequently; and the administration transmitted numerous communiqués to the University community and sponsored several budget forums for open discussion.

During the summer of 2009 the Cabinet learned that the University would experience additional reductions in both budget and enrollment for 2010-11 due to the State of California’s worsening fiscal situation. With the anticipated expiration of the furlough program, which averted most layoffs for the 2009-10 fiscal year, the University is working on adjustments to achieve a balanced budget in the coming fiscal year. The President urged Cal State East Bay as well as the California State University in general to think creatively about the challenges ahead. Recognizing the urgency of preparing for 2010-11, the President welcomed an initiative by the Academic Senate to establish a task force to seek ideas from the faculty, and asked each member of the Cabinet to draft a budget plan by mid December.

During Fall 2009, each member of the Cabinet worked through the University’s administrative structure to identify ways to change processes and reduce future costs. Within Academic Affairs, the Provost’s Council, and Deans with their college councils, worked diligently to balance resources with enrollment expectations. Concurrently, the Academic Senate conducted a series of town hall meetings and approved a report based on the findings on December 1. The University’s Planning, Assessment, and Budget Committee (UPABC) met in November and December to review the University’s budget and enrollment planning process for 2010-11.

The following outline summarizes the contents of the budget and enrollment plan as well as the sequence of activities in early 2010.
DRAFT Outline of Cal State East Bay’s Budget and Enrollment Plan for 2010-11

- Background, including Budget Principles from 2008
- Process for 2010-11 to date
- University summary
  - Estimated revenues and expenditures, and allocations by division
  - Enrollment overview – e.g., summer 2010, limitations on admissions based on student level and program size, use of self-support offerings
- Report for each Division (narrative and spreadsheet)
- Implementation – outline of responsibilities of each division and of faculty governance to complete the steps needed to implement the plan
  - Matrix showing actions needed, responsible party, timeline and any other expectations

2009
December 1  Academic Senate approval of Executive Committee Recommendations Regarding Academic Reorganization
December 15  UPABC meeting
Mid-December  Draft budget and enrollment plans submitted to President by each division
               Communiqué to the University community regarding status of budget and enrollment planning, including informal identification of voluntary options that might help avert or reduce potential layoffs

2010
Early January  Synthesis of draft division plans into draft University budget and enrollment plan
               Forwarding of draft Academic Affairs portion of budget and enrollment plan for preliminary review by Academic Senate Executive Committee
               Review of draft division plans by Human Resources for staffing implications and submission to Chancellor’s Office
Mid/Late January  UPABC meeting
               Communiqué to the University community releasing the draft Budget and Enrollment Plan for further discussion and implementation
               Announcement of staffing implications of draft Budget and Enrollment Plan, including initial “intent to layoff” notices for any applicable positions
Late January/ Early February  Meetings with campus units and constituencies (alphabetical order)
               Academic Senate (and its committees, as appropriate)
               Administrative divisions
               ASI
               Collective bargaining units
               Colleges/Library
               Concord campus
               UPABC
February 15  Final Budget and Enrollment Plan for 2010-11 due to the Chancellor’s Office