

**CALIFORNIA STATE UNIVERSITY, LONG BEACH
2001-02 RESOURCE PLANNING PROCESS
GENERAL CONCLUSIONS, RECOMMENDATIONS AND GUIDELINES**

Campus Planning: Mid-Range Goals

The University's Mid-Range Goals will once again serve as the framework for RPP budget planning. These goals define priorities for the campus for the coming 2-3 year period and will serve to guide divisions in preparing proposals and RPP in recommending allocations.

These Mid-Range Goals reflect major, all-university, mid-term priorities, not division-specific issues. The goals do not encompass all activities that the campus must continue, only key areas to be given special resources and attention over the coming 2-3 years. Eight planning areas of all-university concern have now been identified:

- 1: Enrollment Management
- 2: Resource Management in a No-Growth Era
- 3: Year Round Operations
- 4: Quality of Programs and Services
- 5: Quality of the Physical Environment
- 6: Common Management System
- 7: Assessment, Quality and Accountability
- 8: Non-State Revenue

A comprehensive discussion of each planning area and a matrix cross referencing the recommended budget priorities can be found in the appendix of this report.

The RPP committee received the Mid-Range Goals from the Vice Presidents and resolved to use them in reviewing budget proposals from university divisions. Each of the divisions provided statements on how their proposed funding augmentations would advance the campus toward achieving the Mid-Range Goals.

Final recommendations provide funding that will help advance the campus toward most Mid-Range Goals. In the enrollment management planning area, RPP recommended continued funding to expand internship and job development activities directed toward students with disabilities. In the planning area, "Quality of Programs and Services", RPP recommended funding to Academic Affairs to provide additional faculty travel opportunities, to assist with new faculty start up costs, and to provide second year faculty with three units of assigned time all of which will help advance the goal of strengthening support for faculty scholarly. In the planning area, "Maintaining the adequacy and quality of the physical environment", the RPP Task Force has recommended funding for relocation and renovation of department offices, workstations for college instructional labs, police communications equipment and fire alarm certifications in buildings.

In the planning area, "Common Management System", funding is recommended for ongoing operations support for the Human Resource and Finance systems that will advance the goals to attain substantial implementation and maximize the benefits obtained from CMS. In the planning area, "Non-State Revenue," funding is recommended to the Division of Academic Affairs for new faculty assigned time and expanded Scholarly and Creative Activity. Funds provided to University Relations and Development to support a new telefundraising management system will help achieve the goal to expand contact with our alumni.

Not all Mid-Range Goals require new funds. Some goals can be achieved by allocating existing resources and some goals are already the focus of existing efforts, such as Year Round Operations planning and implementation as well as continued work on the University's enrollment management plan. Efforts to develop new student housing continue as well as initiatives to broaden the revenue base of the CSULB Foundation.

The University is now measuring its progress towards attainment of Mid-Range Goals. The Office of Strategic Planning has prepared a report on progress toward last year's goals. To make this information easily available to the campus, the web site provides the full text of the current year's goals, last year's goals and the progress report at <http://www.csulb.edu/web/projects/planning/>.

Accountability

Several years ago under Chancellor Munitz, the CSU began a system-wide strategic planning project known as "Cornerstones." Under Chancellor Reed, the result of this project has evolved into an "Accountability Process" for the CSU and each CSU campus. This process specifies the following areas in which campuses must be accountable:

1. Quality of baccalaureate degree programs
2. Access to the CSU
3. Progression to degree
4. Persistence and graduation
5. Areas of special state need - teacher credentials
6. Relations with K-12
7. Remediation
8. Facilities Utilization
9. University Advancement
10. Quality of graduate and post-baccalaureate programs
11. Faculty scholarship and creative achievement
12. Contributions to community and society
13. Institutional effectiveness

Area 1 focuses upon academic assessment in undergraduate programs. In areas 2-9 specific quantitative measures of campus performance have been specified by the Chancellor's Office. Areas 10-13 are less rigidly specified and campuses have more flexibility in reporting.

CSULB provided its first accountability report in August 2000. The report is also available on the CSULB Strategic Planning web site. At the request of the Chancellor, the campus provided goals relative to area 1 and areas 2-9. These goals specify levels of campus attainment for coming two- and four-year periods. The plan for reporting on areas 10-13 is not yet fully developed by the Chancellor's Office but it is likely that two of these areas will be addressed in each of the upcoming accountability reports, due in fall 2002 and fall 2004.

To date, CSULB has responded to these accountability requests by calling on an ad hoc group of campus faculty members and administrators with expertise relevant to respective goals. For example, in spring 2001 the chair of the Policies and Educational Planning Council drafted the goals for quality of baccalaureate degree programs. Draft documents created by this team have been reviewed by the Dean's Council, the President's Cabinet, the Executive Committee of the Academic Senate, and the President before going to the Chancellor. The Director of Strategic Planning manages this process.

In the coming academic year, the vice presidents have agreed to work toward integrating the demands created by the accountability process into the campus planning processes. Because the accountability indicators are largely quantitative, campus attainment of specific goals -- or lack of attainment -- will be unambiguous. Thus, it is quite important to the campus to have effective planning to ensure that accountability goals are attained. While it is possible to take issue with the specific measures of the accountability goals developed by the Chancellor's Office, most observers will agree that the planning areas delineated by the accountability goals are central to any public institution of higher education and therefore deserving of careful campus attention.

Enrollment

The campus has been assigned an enrollment target of 24,000 FTES for the 2001–2002 academic year, an increase of 1,175 FTES over the current year's target and 906 FTES over this year's actual enrollment. Because the campus received substantially increased numbers of applications for next year from both first-time freshmen and upper-division transfers, the new, higher target may once again be exceeded. The campus is rapidly approaching the maximum enrollment that can be accommodated with existing facilities. Accordingly, the President has formally requested that the freshman class be declared an impacted category. It will be necessary to impose a series of successive 50-percent cuts in the rate of enrollment growth over the next several years to avoid enrolling more students than can be accommodated.

The campus has also been assigned a target of 1,145 FTES for its first state-supported summer term in 2001. With both somewhat lower fees and State University Grants

available to matriculated summer students for the first time, initial demand has been very strong. It is likely that the actual enrollment will exceed the target by a significant amount.

Planning in a No-Growth Era

Our current rate of enrollment growth will bring us to the limit of physical capacity within two years. Once we are filled to capacity, all of our existing resources will be required to deal with the large but stable enrollment. At the same time, stable enrollment implies no additional funds for the University based upon enrollment growth, traditionally our most important source of new support.

After we reach enrollment capacity, there will still be new ongoing cost items that are unavoidable and require funding. Another issue is the absence of any inflationary funds for general operating expenses and equipment or unfunded mandates from the state or system. It is also likely that there will be new campus initiatives that we may wish to undertake without a corresponding revenue source with which to fund them.

We are going to be in this “no growth era” in two years, and it is imperative that we develop a comprehensive budget strategy to deal with these new conditions. One early and important step was the decision of the campus to decentralize responsibility for salary annualization, effective July 1, 2001.

The RPP Task Force will convene in the Fall to further discuss these issues and begin planning for future budget cycles.

Year Round Operations

CSULB is one of four CSU campuses designated in the Governor’s budget to begin a state-supported summer term in 2001. Funding has been provided for 1,145 FTES matriculated students. Non-matriculated students can enroll on a space-available basis through Open University. Matriculated students will pay a special summer State University Fee assessed on a per unit basis. For most matriculated students, costs will be lower than in past summers; an exception is that nonresidents of California will also be assessed nonresident tuition. State University Grants and employee fee waivers will now be available in the summer, just as they are in the academic year.

The implementation of year round operation raises a number of complex issues, ranging from the possibility of modifying the academic calendar to the scheduling of necessary maintenance of classroom and laboratory facilities. In order to begin the first state-supported summer term on very short notice without inhibiting an orderly and efficient planning process for the longer run, the campus has designated University College and Extension Services as the proper agency to continue operating our summer sessions for

the immediate future. For the most part, the summer term will be conducted in accordance with existing policies and procedures as before.

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Modifications of past practice will be made where appropriate. For example, the President has already determined that faculty will be paid in the summer on the same salary schedule used during the regular academic terms. On the other hand, summer teaching will continue to be treated as optional and as an addition to regular term employment. Also, the summer term will not be interchangeable with the fall and spring semesters, at least until there is a personnel system in place that is designed to accommodate such arrangements.

The RPP Task Force will continue to receive status reports during the forthcoming year.

Enrollment Services – Application Processing

CSULB continues to be in high demand, with the largest number of applications for admission in the history of the campus. The majority of these applications is received in the first month of the application process in November and requires timely and immediate response. Last year, RPP recommended adoption of a funding model to support the staffing and operating expense requirements necessary for timely process of admission applications. That funding model was activated for the November 2000 filing period.

The 2001-02 RPP Task Force received a status report, which reaffirmed that the use of the funding model was a viable approach. In this same review, the study group also recommended correcting an unintended oversight in the original formula associated with the application processing services in Student Services and the College of Education. RPP concurred with the recommended one-time base adjustment of \$105,000.

Enrollment Services will report to RPP annually on the anticipated growth of application volume and on the use of funds to support a timely admission process.

Energy

Energy cost is one of the largest, single factors to have a lasting financial impact on our budget in a long time. Despite an aggressive and proactive energy conservation program on our campus (including the construction of a central plant), failed deregulation and dramatic rate increases have had a tremendous impact on the utility budget. While the shortage of electricity gets most of the attention in the news, natural gas shortages are also a long-term serious problem.

During 2000-01, our utility budget suffered increased costs in penalties and rate increases of nearly \$2 million. While we no longer will be faced with penalties, substantial rate increases will continue. Preliminary estimates would suggest the shortfall for next year as high as \$3 million.

The RPP Task Force recommends a \$2 million base budget augmentation for 2001-02. The Task Force understands that if this allocation together with any augmentations from the State is not sufficient to cover the increased utility costs, it will necessitate a draw on the university's general reserves.

The RPP Task Force will continue to receive status reports during the forthcoming year.

Common Management System (CMS)

The Common Management System (CMS) is a CSU system-wide initiative designed to replace current disparate and outdated administrative systems with a common integrated system. Application areas include Student Administration, Finance, and Human Resources. The timeframe for the systemwide project is 7 years.

Long Beach is in the first group of campuses to implement Human Resources and Finance. The Student Administration system is the largest in scope and most complex element of CMS. Current plans assume that implementation will begin this fall with anticipated full implementation by Fall 2003.

The cost estimates for the project have been refined to reflect a more complete understanding of the requirements. A base budget of \$950,000 was allocated in a previous budget cycle. To this budget, RPP is recommending an additional base allocation of \$500,000 to cover the revised cost of implementing the Student System. Several years ago, a financing plan for this project was designed and implemented which provided an annual budget allocation over 10-12 year period to cover the implementation costs. This financial plan has been modified to reflect the recommended base budget of \$1,450,000 with a repayment schedule over the next 12 years.

A campus-wide CMS Steering Committee has been established to oversee the work of the CMS Project and to monitor the costs. The steering committee will provide semi-annual status reports to the RPP Task Force.

Baseline, Access, and Training Support (BATS) Funding

The University's general fund budget includes a permanent, base budget allocation of \$651,000 for the Baseline, Access, and Training Support (BATS) Initiative. The RPP Task Force reviews annual spending plans for these base budgets.

The chair of the BATS committee presented their recommendations and the Task Force concurs with the following non-base expenditure plan for FY 2001-02:

\$318,990	Distributed to Colleges/Library for faculty and staff workstations
\$134,077	Distributed to divisions for workstation refresh
\$81,000	University Library Student Access Computers
\$30,000	Audio Visual Services
\$28,913	University Academic Programs
\$25,000	Academic Computer Services – Help Desk Walk-in Support
\$20,000	Network Services – virus protection on e-mail server
<u>\$13,020</u>	Disabled Student Services for baseline technology
\$651,000	

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As the campus enters a more mature technology environment with faculty, students and staff having more access to instructional and administrative technologies, there is a need for greater coordinated technology planning. A key objective in any campus technology planning process must be the application of technologies that will provide the best opportunity for the improvement of the technological infrastructure needed to advance the quality of teaching and learning. We are entering an era in which great technological change is beginning to affect the quality of instruction and scholarly activities within academic programs on all parts of campus. Smart classrooms, technologically mediated instruction, new and refreshed computer labs for instruction and research are the signs that real improvements in the campus technology infrastructure may open the door to productivity gains in teaching and learning.

The cost of providing for appropriate technologies continues to increase as greater academic applications are developed and implemented. This requires more attention to be paid to multi-year technology planning that will ensure the most efficient use of technology resources. As an initial step in this direction, the BATS Committee is asked to play a greater role starting with a decentralized college-based planning effort to be initiated in 2001-2002. This academic planning effort will focus on the following 7 planning elements:

Faculty Office Computer Refresh. This element of the plan is to include the needs of all faculty (tenure track and lecturers). The goal is to increase the percentage of faculty with baseline desktop computers. The planning mandate of the Educational Resources Committee is to provide one computer for every 15 WTU's for part-time lecturers.

Staff Office Computer Refresh. This element is to include all staff with the need for a desktop workstation. The goal is to increase the percentage of staff (with computer needs) having a baseline computer.

Classroom Technologies. Classroom instruction increasingly requires the use of computer projection systems (permanently mounted or portable), network connectivity and laptop computer availability for instructional use. The goal is to increase the availability of classroom technology for instructional use.

College Computer Labs. These include all labs supported with college resources, both discipline specific and shared facilities. The goal is to increase the number of labs, baseline workstations in THE labs, lab hours available for instruction and open access student use.

Support and Training. This element includes all of the support and training provided by colleges. The goal is to increase the availability of support and training and the number of faculty, staff and students supported.

Technology Access for Disabled Students. Disabled students have access to technology from central university support facilities but also there is a need for discipline-specific support. This element includes all access to technology in college-based labs. The goal is to increase disabled student access to college-based (discipline-specific) technology.

Leveraging of Resources from Non-BATS Sources. There are many possible funding sources that colleges may use for technology purchases that can contribute to improving the availability of baseline hardware, software, training and support. The goal is to increase the amount of non-BATS funding going into baseline technology improvements.

The RPP Task Force remains interested in a more comprehensive, campus-wide coordination of replacing faculty and staff workstations and will look forward to a status report from the BATS committee next spring.

Summary of Follow-up Items for the RPP Task Force

The Task Force recommends that several items be included on future RPP agendas:

Common Management System (CMS)

The RPP Task Force will reconvene in Fall 2001 and Spring 2002 to receive updates on the CMS Initiative.

Planning in a No-Growth Era

The RPP Task Force will reconvene in Fall 2001 to further discuss budget planning parameters and process for future years.

Reports on Use of Funding

The RPP Task Force recommends that in the Fall 2001, all divisions receiving budget augmentations from the President in 2001-02, including funding for increased workload, report to the Financial Affairs Council (FAC) on their expenditure plans. Then in spring 2002 each division will report on their utilization of these funds to FAC.

Tenure Density

A study group will continue to work over the summer and report to RPP in the Fall.

Year Round Operations (YRO)

The RPP Task Force will reconvene in Fall 2001 to receive an update from the Year Round Operations Committee. The Task Force will stand ready to provide further advice and guidance on specific issues.