

**California State University, Long Beach**  
**2004-05 Resource Planning Process**  
**Additional Recommendations and Special Reports**

**ADDITIONAL RECOMMENDATIONS**

**Baseline, Access, and Training Support (BATS) Funding Recommendation**

The University's General Fund budget includes a permanent base budget allocation of \$651,000 for the Baseline, Access, and Training Support (BATS) Initiative. Each year the RPP Task Force reviews annual spending plans for this base budget. The RPP Task Force concurs with the 2004-05 expenditure plan proposed by the University Information Technology Committee and recommends the following non-base allocations:

College Computers	\$381,440
University Library	57,216
Audio Visual Services	43,947
Campus-wide Technology Help Desk	92,069
Network and Desktop Security Systems (Academic Affairs/Admin & Finance)	51,000
Disabled Student Services – Engineering Workstations	<u>25,328</u>
	\$651,000

Where essential to maintain the integrity of the academic program, RPP further recommends that the Provost be authorized to redirect a portion of the BATS allocation for college computers as one-time mitigation to colleges' operating budget deficits as necessary.

The RPP Task Force commends the efforts of the University Information Technology Committee for implementing a more comprehensive, campus-wide coordination of the process for replacing faculty and staff workstations and looks forward to a status report from the committee next spring.

***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The Common Management System (CMS) is a CSU system-wide initiative designed to replace current disparate and outdated administrative systems with a common, integrated one. Our campus has successfully implemented all three systems -- human resources, financials, and student administration -- and is now beginning to realize a return on our investment as the campus community uses these products.

The campus CMS budget covers only implementation cost and does not include ongoing post-implementation maintenance requirements of CMS. Beginning in 2004-05, we will have fully converted the existing legacy administrative systems and replaced

them with the Common Management System (CMS). Ongoing maintenance cost for the legacy systems has ended and the corresponding budget is now intended to support the ongoing CMS operational base budget requirements. Given that the legacy conversion and upgrades to the current CMS baseline versions are completed, there is adequate budget until the next major upgrades will occur. We expect that any additional funding requirements can be deferred until better budget years.

The RPP Task Force commends the campus CMS Teams for the impressive progress that has been achieved on the projects, and for containing costs within budget.

### ***Deferred Maintenance***

The RPP Task Force understands the necessity to permanently reduce the deferred maintenance budget consistent with the 8% base budget reductions. However, the Task Force is concerned about the long-term implications of such a reduction on the repair/restoration of campus facilities.

### ***Enrollment Services – Admission Application Processing***

CSULB continues to be a high-demand campus and we are continuing to experience an annual increase in the number of applications over the previous year. The majority of applications is received during October and November and requires timely response for the following the fall term. For Fall 2004 admissions, the campus received and processed more than 50,000 applications.

In 2000-01, the campus adopted a funding model to support the staffing and operating expense requirements necessary for timely processing of admission applications. The RPP Task Force supports continuation of this model and recommends that incremental revenue above the base budget generated from application fees be used to support a non-base allocation of up to \$628,000 to the Office of Enrollment Services.

### **Recommended Follow-up Items for the 2005-06 RPP Task Force**

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

#### ***Application Processing***

Enrollment Services will report to RPP annually on the activity level of applications and the use of funds to support a timely admission process.

#### ***Enrollment Planning***

The RPP Task Force will reconvene in fall 2004 as necessary to receive updates on enrollment planning.

#### ***CMS Project***

During fall 2004, the RPP Task Force will receive an update on the CMS Project.

### *Restoration Funding*

The RPP Task Force will discuss the possibility of some budget restorations once the outcome of the Final Budget is known.

## **SUMMARY OF SPECIAL REPORTS TO RPP**

### ***2004-05 Enrollment Planning***

In managing enrollment, CSULB is guided by four enrollment management principles: Access; Quality; Diversity; and Local Priority.

1. Access: Provide access for as many CSU qualified students as possible.
2. Quality: Provide a quality education by managing enrollment to the capacity of the University to teach and support students that allows reasonable time for completion to degree.
3. Diversity: Enroll a student body reflecting the diversity of the region and the State.
4. Local priority: Provide priority access to students from the local community.

For 2004-05, the campus enrollment target was reduced by 5% or 1,387 full time equivalent students. Because of the 2003-04 State budget reduction at mid-year, about 1% of this has already occurred and has already been absorbed in the 2003-04 enrollment. The campus continues to be attractive to new incoming students. We are experiencing about a 25% increase in applications for fall 2004 for freshmen and for transfer students. This increase collides with our enrollment target reduction, which means that admission criteria will be more restrictive and large numbers of students will be denied admission.

The campus remains committed to serving our admitted students, so any reduction in our enrollment target must be achieved by controlling new admissions. It is estimated that CSULB will decline admission to about 13,000 CSU qualified freshmen and approximately 2,000 CSU qualified transfer students. Throughout late Fall 2003 and early Spring 2004 semesters, the Enrollment Advisory Committee had intense discussions with the RPP Task Force and the Council of Deans regarding how to implement these changes. The final decision was to protect graduate degree admissions and to balance the needed reductions among freshmen, transfers and post-baccalaureate credential admissions. The admissions guidelines are as follows:

- Returning students, a high enrollment priority, will continue to be admitted.
- Freshman admissions will be reduced about 9% by elevating criteria for out-of-area applicants.
- Summer enrollment will be reduced due in part to a projected loss of nonresident enrollment that could occur because local CSU campuses returned to a self-support summer term at lower fee rates for this population of students.
- Transfers to non-impacted programs will be reduced by approximately 6% and the grade point average is projected to be 2.6.

- Admission to impacted programs will be approximately the same, year-to-year.
- Transfer students from Long Beach City College applying to non-impacted programs will be admitted under current CSU criteria as part of our local guarantee.
- Fall post-baccalaureate credential applicants must apply no later than June 1st and will be admitted under past criteria. Spring admits will be reduced 10% under a new process merging admission to credential programs with admission to the University.
- Admission to graduate degree programs remains under the control of departments and enrollments generally will not be reduced. Applicants to graduate degree programs must meet the department deadline.
- Transient and visitor students will not be admitted except for Young Scholars and a foreign language reciprocal agreement with CSU Fullerton.

### ***Campus Capacity (Campus Master Plan)***

In May 2003, the CSU Board of Trustees adopted a resolution that directs the presidents to review their respective master plans for enrollment and consider increasing their campus enrollment ceilings. The resolution notes that the CSU must be prepared to accept more than 100,000 additional students by 2011.

Under current CSU guidelines, major capital projects for new buildings and major renovations of existing buildings require an increase in a campus' enrollment capacity. Thus, a major reason for a campus to consider growth is the opportunity to gain approval for much-needed renovations and new campus buildings.

The President charged the RPP Task Force with the responsibility of formulating an inclusive process to examine the key issues and a number of task forces were assembled and each reported its findings to RPP. These reports contained a wealth of valuable ideas and analyses about the issues of growth and the future of the campus. The individual reports have been included in the appendix of this report on pages D1-D44.

The RPP Task Force reviewed these findings and developed a recommendation to the President to increase the campus enrollment capacity to 31,000 FTES within certain parameters and stipulations. The Task Force's recommendation was also shared with the Academic Senate and on May 13, 2004, the Academic Senate passed without dissent a resolution to support the recommendation for an increase in the campus enrollment capacity as long as the State of California provides adequate funding for the additional enrollment and that the conditions and stipulations contained in the original recommendation are met.

**Recommendation:** CSULB should request an increase in its enrollment ceiling from the current figure of 25,000 full time equivalent students (FTES) to 31,000 FTES.

**Stipulations:** Growth should be permitted only if the following conditions are met:

1. *Timetable.* Growth to the recommended capacity must occur in a controlled and gradual manner over a period of 10 to 20 years.
2. *Parking.* Capacity to handle parking and traffic must be created by construction of new parking structures and traffic flow measures. The Physical Plan Task Force identified locations on campus where additional parking structures could provide adequate additional parking for about 7,000 FTES. RPP has deliberately kept the recommendation under the identified potential parking capacity.
3. *Green Space.* Current campus green spaces must be preserved and protected from future development. The Physical Plan Task Force identified campus locations on sites of existing old buildings where new construction could create more than adequate additional capacity space.
4. *Quality of Instruction.* The quality of instruction must be maintained at levels at least equal to what the campus currently delivers.
5. *Quality of Student Experience.* The quality of student experience must be maintained at levels at least equal to what the campus currently enjoys. RPP noted that maintaining a satisfying human experience in a large organization requires greater skill and commitment than in a small organization.
6. *Resources.* Instructional and instructional support resources must be provided in amounts at least equal to the current per student (marginal cost) funding.
7. *Diversity.* The diversity of the student, faculty, and staff populations must be maintained. The campus is very proud of its current diversity. By creating access, growth will make it easier for the campus to maintain and increase diversity.
8. *Faculty.* Tenured/tenure-track faculty as a proportion of all faculty members should not be reduced.
9. *Student Success.* Student retention and graduation rates must be improved.
10. *Relocation Space.* If possible, "surge space" (space for temporary relocation of programs) should be identified in advance of the major capital projects identified in the five-year capital plan. This temporary, all-university surge space needs to be located so that activities of the temporarily relocated programs may continue.
11. *Scheduling.* The campus should improve the efficiency of its scheduling practices, especially to assist with peak facilities use and traffic management needs. The Scheduling Task Force concluded that substantial additional enrollment capacity could be achieved with improved scheduling practices.
12. *Program Balance.* The campus should continue to maintain a balance of undergraduate and graduate programs and professional and arts and sciences programs.

With the CSU statewide growth projection of 100,000 students over the coming decade and the current CSULB proportion of about 8%, the campus share of this growth may be about 8,000 headcount or about 6,500 FTES. RPP believes that the recommended increase of 6,000 FTES is an adequate proportion of the anticipated system-wide

enrollment growth. Enrollment growth will make possible significant new construction, major remodeling, additional funding and faculty and staff hiring, which members of the RPP Task Force believe are important benefits to the campus.

Over the next year, the campus will complete consultation on potential changes to the campus physical master plan. The campus must comply with California Environmental Quality Act (CEQA) requirements and will seek Board of Trustees approval for the enrollment ceiling increase, as well as any changes to the campus physical master plan.