California State University, Los Angeles

DATE: October 25, 2011 REVISED

TO: Kyle Button, Vice President for Institutional Advancement
Ashish Vaidya, Provost and Vice President for Academic Affairs
Lisa Chavez, Vice President for Administration and Chief Financial Officer
Peter Quan, Vice President for Information Technology Services and Chief Technology Officer
Anthony Ross, Vice President for Student Affairs

FROM: James M. Rosser, ~~President~~

COPIES TO: N. Hunt, J. White

SUBJECT: **2011/12 FINAL BUDGET GUIDELINES**

This memorandum provides further clarification for the 2011/12 University's Resource Allocation Process (RAP) and serves as the final budget guidelines.

The 2011/12 Final Budget was signed by the Governor (Chancellor's Office memorandum B 2011-02) reflects a General Fund appropriation reduction for the California State University (CSU) of $650 million. In addition, the enacted state budget includes trigger language for further General Fund reductions (AB 121), that will be determined by the Department of Finance, based on whether, and to what extent, state revenues fall short of budget act assumptions.

CSULA FUNDING ADJUSTMENTS

Cal State L.A. has been assigned a 2011/12 target of 16,350 resident FTES.

Per Chancellor's Office memorandum B 2011-02, the final funding adjustments to Cal State L.A.'s 2011-12 General Fund base budget are as follows:

Base Budget Adjustments

<$ 26,856,000>	Prorata share of $650M Reduction
$ 2,018,640	2010/11 Retirement Adjustment
$ 1,599,800	$106M GF Restoration / Funded FTES Adjustment
$ 9,475,600	State University Grant
<$ 7,577,000>	Financial Aid Set-Aside
<$ 21,338,960>	

CSULA ALLOCATION PROCESS

The final **General Fund** net allocation is $96,874,129. Anticipated revenue and reimbursements bring the total General Fund gross expenditure budget to **$210,783,895.**

General Fund State Appropriation	$96,874,129
Tuition Fee Revenue	105,338,000
Non-Resident Tuition Revenue	7,121,000
Net Adjusted Other Revenue	1,450,766
Total Estimated Gross Budget	**$210,783,895**

Campus budget allocations are based upon predefined Chancellor's Office allocations and the campus strategic initiatives. Staff benefits and Faculty/Staff compensation increases have not been allocated to the Executive areas.

The following are the estimated 2011/12 Funding Allocations:

	Net Alloc	Benefit Alloc Est	General Fund Gross
Exec Office of the President	$5,551,362	$1,297,646	$6,849,008
Provost/VP for Acad Affairs	69,976,240	28,731,704	98,704,944
VP for Info Tech. Srvcs	8,407,510	2,237,196	10,644,706
VP for Student Affairs	52,170,313	3,129,694	55,300,007
VP for Admin and Finance	21,487,734	5,326,804	26,814,538
VP for Institutional Adv.	1,747,422	723,330	2,470,752
University Wide	9,524,852	472,088	9,996,940
Total	**$168,8654,433**	**$41,918,462**	**$210,783,895**

The 2011/12 **Lottery** Revenue budget for Cal State L.A. is $1,844,000. This includes the following:

California Pre-Doctoral Scholarship	$33,000
California Pre-Doctoral Admin. Support	$5,000
Campus Based Programs	1,806,000
Total	**$1,844,000**

STRATEGIC PLANNING/BUDGET GUIDELINES

The 2011/12 campus budget priorities are linked to the University Strategic Plan and the proposed Governor's 2011/12 budget. Consideration will continue to be given to the long-term and short-term campus impacts resulting from base budget reductions, while continuing to position the University for the future. The following are campus guidelines for 2011/12:

- Student Success: Emphasis will be placed on promoting the Graduation Initiative and the four themes centered around: Comprehensive and Intrusive Advisement, Enhancing Academic and Social Support, Student Learning Achievement and its Assessment and Enhancing Campus-Student Communication.

- Student Recruitment/Enrollment Management: Enrollment management is a critical element in our strategy. Cal State L.A. has been assigned a 2011/12 college year target of 16,350 Resident FTES by the Chancellor's Office. The enrollment target decisions will be reached based upon the enrollment priorities established by the campus. Given our commitment to quality instruction, every attempt will be made to maintain a Student Faculty Ratio (SFR) that is appropriate given our funding level. Undergraduate students may be limited to 16 units and graduate students limited to 12 units per quarter with exceptions considered on a case-by-case basis. Campus policies regarding admission, remediation, and academic progress will be enforced.

- Assigned Time: Allocation of assigned time will be limited.

- Summer Session: The University will return to a state-supported summer session.

- Human Resources: Efforts will continue to recruit and retain tenure-track and tenured faculty, and staff. Only critical positions will be filled.

- Quality Service: Quality service, inclusive of facilities maintenance and cleanliness, will continue to be a campus priority. The University will continue to strengthen its efforts to achieve operational efficiencies and cost savings across all Divisions, including collaboration with other CSU campuses.

- Travel and Professional Development: Support will be provided for the following purposes: a) Tenured and tenure-track faculty support for research, scholarly and creative activities, and faculty development; and, b) Administrative travel essential to University operations.

- University Advancement: Funding will be directed toward strategies and materials to promote the University's ability to increase non-state funding, with an emphasis on unrestricted funds, student support and scholarships, private grants, and capital and equipment gifts.

- Instructional and Administrative Technology: Every attempt will be made to adequately meet student, faculty, and administrative needs. Baseline equipment refreshes will be adjusted to meet reduced funding levels.

- Open University Funds: Open University funds are reimbursements to the campus for support services provided by administrative and academic departments to the College of Extended Studies and International Programs. Open University funds allocated to academic departments may be used by colleges through the college-level resource allocation process to supplement operating expenses, for tenured and tenure-track faculty travel for research, scholarly and creative activities, and faculty development.

- College Work-Study: Contingent upon continued approval of Title II status, College Work-Study funds will be available without a matching requirement for participating units.

- Lottery Funds: Lottery funds will be allocated consistent with Trustees' policy and campus priorities. Discretionary Lottery funds will be restricted to critical University needs.

- Instructionally Related Activities: Instructionally related activities requests will be processed in accordance with Administrative Procedure Number 217.

- Honors College: The University will continue to support the development of the Honors College. Costs will be kept to a critical minimum.

- Quarter to Semester Conversion: The campus has requested approval from the Chancellor to convert to semesters at a time to be determined. Any impact on the 2011/12 budget will be addressed upon receipt of the Chancellor's decision.

Major Capital Projects:

- Phase one of the Corporation Yard is expected to be completed by November 2011.

- Housing Services acquired the Golden Eagles Apartments located at 5425 Dobbs Street for graduate and international student housing. The renovation is expected to be completed by December 2011 and will be available for occupancy Winter Quarter 2012.

- University Auxiliary Services acquired the Latter Day Saints Building adjacent to the campus. This 8,000 square foot facility will be renovated and will house the Television, Film, and Media Studies programs. The renovation is expected to be completed by April 2012.

- The Los Angeles County High School for the Arts (LACHSA) has broken ground for a 45,000 square foot joint use facility and is expected to be completed January 2013.

Appropriate consultation, discussion and information sharing will continue as University commitments. As in prior years, the University Reserve will be used in a prudent manner to meet campus needs.