Fiscal Action Plan – CSULA

Please respond to each section outlined in the Fiscal Action Plan letter from the Chancellor's Office. If you have more than two strategies, duplicate the table as needed, using one table per strategy. If a section does not apply to your university, it may be deleted.

Section 1: Enrollment Growth Strategies & Projections *(State Requirement)*

1.1 Provide a detailed list of strategies your university is using or planning to use to increase student demand and enrollment from FY25-26 to FY29-30. For each strategy, please respond to the following:

Enrollment Growth Strategy 1	
What is the specific strategy?	**Creation and Implementation of a Strategic Enrollment Management (SEM) Plan**. The University is implementing a SEM designed to strengthen the full student lifecycle—from recruitment to graduation—by aligning academic offerings, outreach, and student support with market demand and institutional capacity. The strategy integrates data-informed decision-making, targeted outreach, and enhanced student engagement to stabilize and grow overall enrollment.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	The SEM plan will provide direction for the entire university, impacting all primary outcomes including, undergraduate and graduate application growth, overall yield and enrollment growth, enrollment market diversification, improved retention, and persistence, and graduation.
What actions have been taken so far, if any?	The SEM Steering Committee has begun meeting in alignment with the overall institutional planning schedule for the Fall 2025 Semester.
What is the timeline for implementing the strategy?	This group will meet throughout the Fall and into the Spring semester, completing the work by the end of the academic year.
What are the associated costs? (one-time, ongoing, total)	SEM Consultant - $50,000 - $75,000 Materials and Supplies - $5000

Enrollment Growth Strategy 2	
What is the specific strategy?	**Prioritize Academic Advisement and Academic Support Services**
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	Ensuring that students are on-track to complete their degrees on time, receive timely advice, and are provided with just-in-time academic support when they encounter challenges is essential to supporting retention and graduation.
What actions have been taken so far, if any?	We have maintained a priority in staffing advisement services and academic support programs and protected staffing in these areas from budget-related cuts. Additionally, we have co-located academic support services in the library to provide a readily accessible "one stop shop" for advising support.
What is the timeline for implementing the strategy?	We are currently working to bolster advising and academic support programs with the support of AI. This technology is being developed in collaboration with our students, professional advising team, and faculty SMEs. It is designed to supplement the services provided by our advising staff, providing a more holistic model of support to students.

What are the associated costs? (one-time, ongoing, total)	On-going advising and academic support costs are approximately $6.5 Million. We estimate that the cost of developing the technology tools could range between $20K and $100K depending on the level of sophistication.

Enrollment Growth Strategy 3	
What is the specific strategy?	**Expansion of Recruitment Operations**. This includes hiring additional and modified recruiter positions, implementing a comprehensive enrollment marketing strategy, integrating all recruitment roles (Educational Opportunity Program, Guardian Scholars, Project Rebound, etc.) across the university in alignment with the Office of Enrollment Services, and codifying targeted and deep partnerships with nonprofit organizations focused on college enrollment and success.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	This expansion will yield improved outcomes in number and location of undergraduate applications, improved yield from the admitted applicant pool, and advances in student retention and graduation.
What actions have been taken so far, if any?	▪ New enrollment marketing strategy has begun via online advertisements, video, and social media outreach. ▪ Alignment of recruitment entities including coordination of outreach engagements, unifying critical messaging, and provision of outreach materials support has begun for the Fall recruitment season. ▪ Partnerships have already begun with four critical nonprofit organizations and one school district, with more to come this Fall.
What is the timeline for implementing the strategy?	This strategy began in the Spring of 2024 and should be matured by the Spring of 2025. Nonetheless, the strategy will continue to evolve as a part of ongoing operations.
What are the associated costs? (one-time, ongoing, total)	Recruiters - $200,000 Comprehensive Enrollment Marketing - $200,000 Partnerships - $10,000 and In-kind Services.

Enrollment Growth Strategy 4	
What is the specific strategy?	**LA Next Community College Partnership Initiative**. This strategy builds strengthened partnerships with current feeder community colleges. LA Next combines dual admission, cross enrollment and co-curricular programming, pre-matriculation advising, and collaborative review of student success with partners at each institution.
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	LA Next will increase community college application and yield outcomes. Also, it is designed to improve student persistence outcomes through pre-matriculation engagement and advising.
What actions have been taken so far, if any?	▪ President had met with fourteen community college presidents to discuss LA Next and other ways to work in partnership.

	▪ A Memorandum of Understanding (MOU) has been developed and sent out to initial target colleges. ▪ Meetings with community college leaders have begun to discuss specific issues and determine signing MOU events timelines.
What is the timeline for implementing the strategy?	LA Next began in Spring 2024 and is being implemented during the Fall 2025 Semester. The initiative will continue to expand throughout the 2025-2026 academic year and beyond.
What are the associated costs? (one-time, ongoing, total)	Materials - $15,000 Positions - $200,000 Programming - $25,000

Enrollment Growth Strategy 5	
What is the specific strategy?	**Growth of Graduate Programs**
What specific enrollment-related outcomes are you aiming to achieve (e.g., application growth, improved yield, better retention)?	1. Application growth 2. Improved yield 3. Better retention
What actions have been taken so far, if any?	1a. Expanding 4+1 Blended programs to create a pathway for our undergraduate students to pursue graduate degrees in their field. 1b. College of education is developing recruitment materials to help prospective Cal State LA students learn about stipend-supported degree and credential programs offered by the college. 1c. A&L: Engaging in outreach to draw international, out-of-state, and self-support students 1d. HSS: Developing an online master's degree in criminal justice, to be offered by Fall 2027. 1e. HSS: Just approved to offer an online Nutritional Science MA degree program in Fall 2026; and launched a unique online certificate program in Fall 2025 2. Graduate admissions initiative: Actively tracking admissions applications, increasing communication with applicants, and making admissions decisions earlier. 3. Submit graduate curriculum modifications to help students progress in their program and graduate in a timely manner (e.g., change course sequencing and core requirements, revise culminating experience offering opportunity to complete a comprehensive examination rather than a thesis when appropriate).
What is the timeline for implementing the strategy?	Currently engaged in all activities with admissions-related deliverables to be completed at the end of the Spring admissions cycle; and the curriculum revision deliverables at the close of the Curriculum review process.

What are the associated costs? (one-time, ongoing, total)	Requesting a graduate admissions outreach and recruitment coordinator (ASC I) to support recruitment activities for the 56 master's programs and 4 doctoral programs. Also to help communicate with applicants once they submit graduate applications through Cal State Apply. Total cost includes ASC I salary= $48,562- $54,108

1.2 What other enrollment strategies are under serious consideration but have not yet been implemented? For each, briefly describe scope, potential impact, and timing.

Enrollment-Related Strategy Under Consideration 1	
What is the specific strategy?	**Dual Enrollment and 3-year Baccalaureate Degrees**.
Strategy Scope	This strategy will include targeted dual enrollment initiatives with targeted high schools based on proximity, curriculum, or partnership status with the university. This includes schools located on the Cal State LA campus and those schools that have faculty and curricula that are aligned with the university. It may also include school districts that have partnership agreements with the university. The second element is the development of specific 3-year degree programs that will work in collaboration with dual enrollment schools/programs.
Potential Impact	These strategies will improve overall enrollment outcomes by increasing FTES. Also, they will improve the number of applications and yield from the admitted student pool.
Implementation Timeline	Dual enrollment will be implemented no later than the Fall 2026 Semester, and the 3-year baccalaureate degree strategy is not yet determined.

Enrollment-Related Strategy Under Consideration 2	
What is the specific strategy?	**Online, Hybrid Degrees, and Adult Learners**
Strategy Scope	We are aiming to reach underserved communities through the launch of LA Online. Housed within Professional and Continuing Education (PACE), LA Online will provide access to high demand BA degree completion programs, graduate professional programs, and professional certificate programs for mid-career adults.
Potential Impact	These efforts will broaden and diversify streams of enrollment while expanding educational access to the greater Los Angeles and beyond communities.
Implementation Timeline	We anticipate a launch in Fall 2026.

Fiscal Action Plan – CSULA

1.3 What are your projected resident FTES student enrollment figures for each year from FY25-26 through FY29-30 (college-year)?

An Excel file titled Multi-Year Template has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

Multi Year Enrollment Projections

University: Los Angeles

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	18,900	19,330	19,350	18,900	18,900	18,900	19,082	19,272

Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	20,424	20,294	18,892	18,285	18,468	18,893	19,082	19,272
Non-Resident Actual	494	475	403	400	404	413	417	422
Total	**20,918**	**20,769**	**19,295**	**18,685**	**18,872**	**19,306**	**19,499**	**19,694**

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	1,524	964	-458	-615	-432	-7	0	0

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	8.1%	5.0%	-2.4%	-3.3%	-2.3%	-0.0%	0.0%	0.0%
		99%	93%	97%	101%	102%	101%	101%

1.4 If your university received one-time funds for enrollment growth recovery:

Plan for Enrollment Growth Recovery Funds 1	
What is your clear, actionable plan for use of the funds?	**Staffing for Recruitment and LA Next Advisement**. We will expand the number of recruiters for Cal State LA advancing enrollment in the Inland Empire, South and West Los Angeles, Bay Area, and in out-of-state markets. We will also increase the number of recruiters and staff dedicated to attracting and pre-advising community college students through the LA Next Initiative.
What measurable outcomes will demonstrate the return on investment?	The demonstrated return on investment will be in two areas – expansion of applications/yield from new recruitment markets and the increase in applicants and matriculating students from community colleges.

CO Note: CSULA did not receive the enrollment recovery funds

Section 2: Multi-Year Budget Plan *(If applicable, request will be defined in the Fiscal Action Plan letter from CO)*

2.1 Provide a three-year budget plan for each activity identified in the Fiscal Action Plan letter (see multi-year Excel template). For each activity, include:

- Revenues (State Appropriation, Student Fees & Other Revenues)
- Expenditures (Salaries, Benefits & Other Expenses)
- Show annual totals for revenues, expenditures, and ending balances
- Include key assumptions related to enrollment, state support, tuition, and other key drivers

An Excel file titled Multi-Year Template has been prepared for your use in completing this response. You can find it in your designated SharePoint folder, which is linked in Attachment A.

Completed

Multi Year Budget Projections

University: Los Angeles

CSU Fund: Instructionally Related Activities (463)

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	**$1,708,167**	**$1,415,366**	**$400,769**	**$222,241**	**$222,241**	**$222,241**

Revenues	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
State Appropriation						
Tuition and Fees	$1,591,358	$1,511,625	$1,324,582	$1,208,000	$1,296,000	$1,325,000
Cost Recovery						
Gifts, Grants, and Contracts		$3,000	$23,500			
Other Revenues	$14,138	$71,351	$220,137	$55,000	$55,000	$55,000
Sales and Services	$76,321	$156,248	$76,813	$100,000	$100,000	$100,000
Total	**$1,681,817**	**$1,742,223**	**$1,645,032**	**$1,363,000**	**$1,451,000**	**$1,480,000**

Expenses	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Salaries and Wages	$392,808	$338,247	$309,257	$231,000	$246,000	$251,000
Benefits	$815	$1,765	$1,109	$1,000	$1,000	$1,000
Supplies and Services	$1,483,365	$1,854,331	$1,386,363	$1,036,000	$1,103,000	$1,125,000
Student Financial Aid	$0	$0	$500	$0	$0	$0
Other Expenses	$96,142	$561,604	$118,578	$89,000	$95,000	$97,000
Facilities	$1,189	$572	$7,452	$6,000	$6,000	$6,000
Sponsored Programs						
Debt Payments						
Total	**$1,974,318**	**$2,756,520**	**$1,823,260**	**$1,363,000**	**$1,451,000**	**$1,480,000**

Net Transfers	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transfers In			$1,920,379			
Transfers Out	$300	$300	$1,920,679			
Total	**-$300**	**-$300**	**-$300**	**$0**	**$0**	**$0**

Net Financial Activity	**-$292,802**	**-$1,014,597**	**-$178,528**	**$0**	**$0**	**$0**

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	**$1,415,366**	**$400,769**	**$222,241**	**$222,241**	**$222,241**	**$222,241**

Budget Assumptions Used:

Multi Year Budget Projections

University: Los Angeles
CSU Fund:Housing (531)

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Beginning Balance	**$6,752,907**	**$3,420,951**	**$3,366,964**	**$490,328**	**$896,013**	**$843,126**

Revenues	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
State Appropriation						
Tuition and Fees						
Cost Recovery						
Gifts, Grants, and Contracts	$110,540	$110,887	$108,132	$105,000	$105,000	$105,000
Other Revenues	$341,601	$19,361	$143,007		$0	$0
Sales and Services	$25,190,405	$26,693,452	$26,605,838	$29,115,708	$29,617,561	$31,653,635
Total	**$25,642,545**	**$26,823,699**	**$26,856,977**	**$29,220,708**	**$29,722,561**	**$31,758,635**

Expenses	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Salaries and Wages	$1,685,300	$1,714,569	$1,614,316	$1,611,756	$1,660,109	$1,709,912
Benefits	$846,786	$843,277	$886,049	$826,341	$851,131	$876,665
Supplies and Services	$9,300,159	$12,089,807	$9,970,437	$9,382,990	$9,664,480	$9,954,414
Student Financial Aid						
Other Expenses	$849,683	$1,127,522	$877,919	$1,086,215	$1,118,801	$1,152,365
Facilities	$2,797,409	$2,455,452	$3,241,900	$2,440,195	$2,513,401	$2,588,803
Sponsored Programs						
Debt Payments						
Total	**$15,479,336**	**$18,230,626**	**$16,590,622**	**$15,347,497**	**$15,807,922**	**$16,282,159**

Net Transfers	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transfers In	$491,297		$340,267			
Transfers Out	$13,986,461	$8,647,061	$13,483,258	$13,467,526	$13,967,526	$13,967,526
Total	**-$13,495,164**	**-$8,647,061**	**-$13,142,991**	**-$13,467,526**	**-$13,967,526**	**-$13,967,526**

Net Financial Activity	**-$3,331,955**	**-$53,987**	**-$2,876,636**	**$405,685**	**-$52,887**	**$1,508,950**

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Ending Balance	**$3,420,951**	**$3,366,964**	**$490,328**	**$896,013**	**$843,126**	**$2,352,076**

Budget Assumptions Used:
Revenue assumptions: Fall 2025 rent $8,860,545, Spring 2026 rent $8,487,926 (projected @ 65% available occupancy), summer 2026 rent $50,127 (projected @ 90 residents), Emergency housing fy 2024/25 $99,820 fy 2025/26 $100,000, contract w/ELAC for 150 students $1,742,700, meal plan revenue $7,685,816, meal plan commissions $1,152,872; conference & guest housing $1,200,000, programming fee $94,495, application fees $68,440, damage charges $120,000, application, cancellation and key charges $103,440 and bad debt allowance $600,000.
Expenditure assumptions: No salary increases for next 3 years, AA/S I NE position will not be hired for fiscal year 2025/26. Utility charges projected fy 2025/26 $924,131. FY 2025/26 Contractual meal plan expenditure $7,530,834; MOUs with campus & auxiliary $402,000; IT software licenses (StarRez, S2, Transact) $114,960; projected conference expenditures $526,000; rental expenditures (washer/dryers) $70,118; GIA (Resident Assistants room & board) $1,086,215; custodial services $830,974, building repair & maintenance $1,330,000
FY 2026/27 & 2026/27 revenue & expenditure assumptions: 6% rental rate increase; 4% meal plan increase; ELAC contract $2,548,800; expenditures increase 3%

Section 3: Cost-Saving Strategies *(State Requirement)*

3.1 Provide a detailed list of strategies your university has adopted since FY24-25 to reduce costs. For each strategy, respond to the following:

Cost-Saving Strategy 1	
What is the cost-saving strategy?	**Strategic Hiring Freeze** The University implemented a **strategic hiring freeze** on non-essential positions, authorizing recruitment only for **critical roles** that directly support **student success, health and safety, or revenue generation**. This approach ensures that limited resources are focused on sustaining core institutional functions, maintaining compliance and operational continuity, and advancing mission-critical priorities while reducing ongoing personnel expenditures.
What are the projected savings? *(one-time, ongoing, total)*	Long-term savings are projected at approximately **$10 million**, inclusive of **salaries and benefits**. These represent **ongoing structural savings** resulting from the elimination or deferral of non-essential positions under the hiring freeze. The savings will continue to accrue annually as vacant positions remain unfilled, and staffing levels are strategically aligned with institutional priorities.
What actual savings have been realized so far (if any)?	Since the implementation of the hiring freeze, the University has achieved significant reductions in staffing levels and associated costs: • **Management Personnel Plan (MPP):** Reduced by **13 FTE** • **Staff Positions:** Reduced by **61 FTE** Based on average salary and benefit costs, these reductions represent an estimated **annualized savings of approximately $10 million**. These savings reflect the University's commitment to aligning workforce levels with strategic priorities and ensuring fiscal sustainability.
What actions have been taken to implement this strategy?	To ensure the hiring freeze is applied strategically and supports institutional priorities, the University has taken the following actions: • **Enhanced Communication and Engagement:** Increased **campus-wide communication** and **budget transparency** to build understanding and shared accountability around hiring decisions and fiscal constraints. • **Revised Hiring Approval Process:** Implemented a **rigorous review and approval process** to ensure that all hiring requests align with **core institutional priorities**, including student success, health and safety, and revenue generation. • **Academic Scheduling Alignment:** Collaborated with Academic Affairs to **adjust course scheduling** based on **enrollment trends**, ensuring instructional resources are aligned with student demand and reducing the need for additional staffing.
When was this strategy launched, and when will it be completed?	December 2024

Fiscal Action Plan – CSULA

Cost-Saving Strategy 2	
What is the cost-saving strategy?	**Reduce Non-Essential Spending:** The University implemented a targeted expenditure reduction plan focused on **non-essential spending**. This strategy limits discretionary costs—including **travel, equipment purchases, and overtime**—to prioritize core academic and operational needs. By curbing non-critical expenditures and reinforcing spending discipline across all divisions, the University ensures that available resources are directed toward high-impact initiatives that advance student success and institutional sustainability.
What are the projected savings? *(one-time, ongoing, total)*	Projected savings are estimated at approximately **$3 million in ongoing annual reductions**. These savings result from curbing non-essential expenditures, including travel, equipment purchases, and overtime. It is important to note that as equipment ages, **future replacement costs may be necessary**, which could partially offset savings in subsequent years.
What actual savings have been realized so far (if any)?	In the first year of implementation, the University achieved measurable reductions across multiple expenditure categories, totaling approximately **$2.6 million in realized savings**: • **Travel Expenses:** Reduced by **$943,000** • **Equipment Purchases:** Reduced by **$1,000,000** • **Overtime Costs:** Reduced by **$665,000** These outcomes reflect a successful shift toward more disciplined spending practices and demonstrate the effectiveness of targeted cost-containment measures in non-essential areas.
What actions have been taken to implement this strategy?	The University implemented a series of targeted actions to ensure disciplined spending and effective cost control: • **Travel Management:** Limited travel authorizations to **program-essential activities**, **faculty professional development**, and **research-related travel** directly supporting institutional priorities. • **Overtime Oversight:** Conducted a thorough review of **off-hour and weekend service levels** contributing to overtime costs and implemented **stricter approval protocols** to ensure overtime is authorized only when operationally necessary. • **Procurement Review:** Strengthened evaluation of **equipment purchase requests** to prioritize critical needs and defer non-essential acquisitions. These measures collectively promote greater accountability, align expenditures with strategic priorities, and reinforce a culture of fiscal responsibility across all divisions.
When was this strategy launched, and when will it be completed?	The cost-containment strategy was **launched in December 2024** and is designed as an **ongoing initiative**. Continuous monitoring and periodic evaluations will ensure that expenditure controls remain effective and responsive to evolving institutional needs and priorities.

Fiscal Action Plan – CSULA

Cost-Saving Strategy 3	
What is the cost-saving strategy?	**Restructured Course Offerings** The University restructured course offerings by rebalancing class sizes and reallocating adjunct faculty to align with areas of highest student demand. This strategy reduces instructional overcapacity in low-enrolled courses while preserving access to essential and high-impact classes. By optimizing faculty assignments and improving course fill rates, the University ensures more efficient use of instructional resources, mitigates unnecessary instructional costs, and supports student success through well-planned scheduling.
What are the projected savings? *(one-time, ongoing, total)*	This strategy generated approximately **$7.2 million in ongoing annual savings**, representing a sustained structural reduction in instructional expenditures rather than a one-time cost avoidance.
What actual savings have been realized so far (if any)?	~$7.2 millions of ongoing savings since last FY2024
What actions have been taken to implement this strategy?	The rebalancing of course sections and reassignment of adjunct faculty is reduced approximately **60 faculty FTEs** (primarily lecturer positions) compared to the same period prior to implementation.
When was this strategy launched, and when will it be completed?	The course rebalancing initiative was launched in **Fall 2024** as part of a broader, multi-year effort to align instructional resources with enrollment demand and fiscal sustainability goals. The strategy will continue to be refined each academic term, with ongoing assessments and adjustments to ensure long-term efficiency, academic quality, and student access.

4.1 What other cost-saving strategies are being actively explored but not yet implemented? For each, briefly describe scope, potential impact, and timing.

Cost-Saving Strategy Under Consideration 1	
What is the specific strategy?	The University is implementing a comprehensive **energy conservation strategy** focused on reducing utility consumption, lowering operating costs, and advancing sustainability goals.
Strategy Scope	The initiative encompasses the **replacement and retrofit of all outdoor lighting fixtures** across campus with **high-efficiency LED lighting systems**. This comprehensive upgrade aims to significantly reduce energy consumption, enhance campus safety through improved illumination, and lower long-term maintenance and utility costs.
Potential Impact	21% reduction in electric energy cost, Enhanced Safety, Security, and Campus Experience, Lower power draw reduces peak demand charges, a key cost driver in commercial utility bills. Fewer replacements mean **less staff time and fewer lift rentals**, freeing resources for other priorities.
Implementation Timeline	3-5 Years

Cost-Saving Strategy Under Consideration 2	
What is the specific strategy?	Develop a **Public-Private Partnership (P3)** to accelerate **building lighting retrofits**, **plumbing upgrades**, and **water conservation projects** across campus. The partnership would leverage private capital to fund upfront infrastructure improvements, repaid over time through verified energy and water savings.
Strategy Scope	• Replace interior and exterior lighting with high-efficiency **LED fixtures and smart controls**. • Retrofit bathrooms, kitchens, and irrigation systems with **low-flow fixtures** and **smart water sensors**. • Implement a **performance-based energy contract** with guaranteed savings. • Include measurement and verification (M&V) to document reductions in energy and water consumption.
Potential Impact	• Estimated **20–30% reduction in electricity costs** and **15–25% reduction in water usage** annually. • Decrease in deferred maintenance by replacing aging infrastructure through capital investment from private partners. • Positive environmental impact aligned with **CSU Sustainability Goals** and **Climate Action Plan**. • Potential **annual savings of $1.5M–$2.0M** once fully implemented, contributing to deficit reduction.

Implementation Timeline	**Phase 1 (FY 2025–26):** Conduct feasibility studies, RFP, and select private partner. **Phase 2 (FY 2026–27):** Begin LED lighting and water retrofit projects in high-use facilities (King Hall, Library, Student Housing). **Phase 3 (FY 2027–28):** Campus-wide rollout, ongoing M&V, and reinvestment of savings into additional sustainability projects.

Section 4: Other/Audit Findings/Auxiliary Organizations

4.1 Please provide a detailed description of the actions your university is taking to address the Fiscal Health Indicator(s) identified in Attachment A of your Fiscal Action Plan letter. Use one table for each bullet identified.

Fiscal Health Indicator 1	
What action has been/will be taken to address the Fiscal Health Indicator?	**LA University Auxiliary Services:** Audit finding for Financial Reporting Material Weakness and Federal Awards Material Weakness & Significant Deficiency 2025-001 Financial Close and Reporting - ***Material Weakness*** Transactions for goods received and services performed in fiscal year 2024 were reported in fiscal year 2025. Transactions for goods received and services performed in fiscal year 2025 were not accrued at year-end. Revenues and receivables related to cost- reimbursement grant activity were matched with when this activity was reported. Beginning net position was misstated due to journal entries posted directly to fund balance. Approximately 20 audit adjustments and reclassifications were required during the audit process. **Action Plan** 1. Identify gaps in period-end cut-off and grant accruals that contributed to the misstatements noted by the auditors, including the need for audit adjustments and reclassifications. 2. Strengthen yearend close procedures to ensure revenues and expenses are recorded in the proper period and that journal entries—especially those impacting beginning net position—receive enhanced review prior to posting. 3. Effective September of 2025, UAS has hired a Director of Finance and Accounting to oversee both the accounting functions as well as the post award area to ensure that proper monthly and yearend close calendars and checklists covering vendor/grant cut-off, accruals, and reconciliations occur in a timely manner. 4. Targeted staff training on cut-off and accruals and have created a more detailed year-end procedure to evidence reviews. We expect these actions to remediate the material weakness by June 30, 2026. 2025-002 Financial Close and Reporting - ***Significant Deficiency***

Purchases meeting the requirements per UAS's capitalization policy were expensed. Long-term software license agreements were not assessed for potential SBITA treatment. Equipment and related expense accounts were not reviewed thoroughly for items meeting the capitalization policy. Expenses were overstated and capital assets were understated. Long Term software license agreements were not assessed for potential SBITA treatment.

Action Plan

1. Update capitalization policy and procedures to ensure purchases are evaluated when incurred and that significant IT agreements are screened for SBITA criteria under GASB guidance.
2. Targeted staff training on capital asset and procedure and treatment of grants
3. Effective October 2025, UAS will update its yearend closing procedures and work with the university Controller's office to ensure that capitalization/SBITA screening occurs.
4. Ongoing compliance will be monitored via quarterly asset reviews.
5. The new Director of Finance will remediate the deficiency during fiscal year ending June 30, 2026 as a core priority.

CSULA Foundation: Audit finding for Financial Reporting Significant Deficiency

Action Plan

There are some weakness in overreliance on manual workbooks and a single individual maintaining critical information. Corrective actions include **reassignment of staff,** cross-training, centralized documentation, formal escalation procedures, and enhanced communication protocols. In addition, the University will recruit for a long vacant **accounting manager position** to provide critical oversight and management of auxiliary accounting procedures.

To improve the financial close process, management is implementing:

1. **Stronger Internal Controls** – A financial close calendar with clear deadlines for preparation and review of major accounts.
2. **Cross-Training and Redundancy** – At least two employees trained for each process to ensure continuity and knowledge sharing.
3. **Improved Communication Protocols** – Regular check-ins, status updates, and response timelines between preparers and reviewers.
4. **System and Process Improvements** – Optimizing endowment accounting and pursuing specialized software to streamline reconciliations and reporting.

	Student Union at CSULA: Audit finding for Financial Reporting Significant Deficiency Finding was resolved as part of the FY2024-25 Audit process.

Fiscal Health Indicator 2	
What action has been/will be taken to address the Fiscal Health Indicator?	**CSULA Foundation:** Audit finding for Financial Reporting Significant Deficiency **Action Plan** There are some weakness in overreliance on manual workbooks and a single individual maintaining critical information. Corrective actions include **reassignment of staff,** cross-training, centralized documentation, formal escalation procedures, and enhanced communication protocols. In addition, the University will recruit for a long vacant **accounting manager position** to provide critical oversight and management of auxiliary accounting procedures. To improve the financial close process, management is implementing: 5. **Stronger Internal Controls** – A financial close calendar with clear deadlines for preparation and review of major accounts. 6. **Cross-Training and Redundancy** – At least two employees trained for each process to ensure continuity and knowledge sharing. 7. **Improved Communication Protocols** – Regular check-ins, status updates, and response timelines between preparers and reviewers. 8. **System and Process Improvements** – Optimizing endowment accounting and pursuing specialized software to streamline reconciliations and reporting. **Student Union at CSULA:** Audit finding for Financial Reporting Significant Deficiency Finding was resolved as part of the FY2024-25 Audit process.

Fiscal Health Indicator 3 – Housing Fiscal Stability.	
What action has been/will be taken to address the Fiscal Health Indicator?	**CSULA Housing Fiscal Stability.** Over the past four years, the Housing and Residence Life (HRL) program has transitioned from a position of modest reserves to a structural deficit. This shift reflects a convergence of factors, including the delayed implementation of a first-year housing requirement, pandemic-era occupancy declines, leadership transitions, and the cumulative impact of deferred maintenance. The program's historical operating model was predicated on achieving ~90% occupancy, maintaining full lifecycle maintenance schedules, and leveraging predictable enrollment patterns. These assumptions were disrupted, leading to ongoing drawdowns of reserves and escalating facility costs. ***Structural Challenges*** • **Occupancy Shortfalls:** The absence of a first-year live-on requirement prevented housing from stabilizing occupancy at sustainable levels. • **Deferred Maintenance:** Significant maintenance deferrals across the legacy housing inventory have escalated long-term liabilities and reduced competitiveness. • **Revenue Erosion:** Lower occupancy and aged facilities have constrained HRL's ability to recover fixed costs, resulting in a persistent operational deficit. • **Diminished Reserves:** Operating reserves have been fully depleted, eliminating flexibility to address unexpected repairs or capital needs. ***Strategic Response and Long-Term Vision*** To restore fiscal health and advance the residential experience, the program will implement a phased recovery plan centered on operational stabilization, partnership development, and long-term asset renewal. **1. Stabilize Operations (FY2024–2026)** • Conduct a full audit of the housing portfolio to prioritize critical deferred maintenance. • Suspend rental of units requiring major repair until sufficient funding is secured. • Strengthen occupancy forecasting and license management to align with realistic demand. • Develop incentive programs for early resident commitments. • Establish partnerships with local community colleges (e.g., LACCD) to secure guaranteed occupancy blocks. **2. Advance the "University Hall" Mixed-Use Housing Concept (FY2025–2029)** In collaboration with the Division of Student Affairs, the "University Hall at Cal State LA" initiative represents a transformative, multi-partner solution to expand capacity and diversify revenue. The concept includes:

- Mixed-income residential units serving students, faculty, and staff.
- Integrated student support services (Advising, Basic Needs, Wellness, Residential Life).
- Retail and transportation components to drive auxiliary revenue.
- Collaboration with the City of Los Angeles and LACCD to broaden eligibility and occupancy bases.

This development will position HRL for both operational recovery and strategic growth, aligning with CSU housing best practices that link residential engagement with higher persistence and completion rates.

3. Manage Fiscal Recovery and Reserve Rebuilding (FY2026–2030)

- Maintain conservative financial modeling with occupancy recovery projected over 3–5 years.
- Forecast operational equilibrium by Year 3–4 and gradual rebuilding of reserves thereafter.
- Develop a capital renewal plan to mitigate deferred maintenance risks.
- Enhance transparency by reporting on fiscal progress, occupancy trends, and reserve status through the Fiscal Action Plan dashboards.

Institutional Alignment

Housing is central to student belonging, retention, and academic success at Cal State Los Angeles. While the current fiscal constraints are significant, overly aggressive reductions could undermine the institution's ability to deliver a vibrant, supportive residential experience. The recovery plan emphasizes prudence, patience, and coordination across divisions, recognizing that housing stability is foundational to enrollment management and the university's access mission.

Next Steps

- Align housing financial models with the broader university budget roadmap.
- Integrate housing forecasts into the multi-year Fiscal Action Plan to monitor deficit reduction.
- Pursue external funding and partnership opportunities to accelerate redevelopment and long-term sustainability.