

D R A F T

PRINCIPLES FOR BUDGET CUTS

Most of these “principles” have, in the past, been broadly shared, and feedback received from various groups, including the Budget Council, the Faculty Senate, the Administrative Council, and union representatives, as well as in open sessions for faculty and staff.

1. Seek from faculty, staff, and administrators recommendations on possible cost saving efficiencies from business practices, contracts that could be dropped or renegotiated, and/or areas of work that can be reduced, slowed, or eliminated.
2. As much as practical, consider the budget reduction to occur over a several year period by thoughtfully employing this year’s resources in light of likely future cuts.
3. Employ significant, but prudent, share of the University Contingency Reserve in making budget reductions.
4. To the extent practicable, safeguard faculty and staff in permanent positions.
5. Depending on the size of the budget cut, reductions in course choice and timing are likely; however, to the extent possible, protect the ability of students to make normal degree progress.
6. Pursue revenue enhancements and diversifying the University’s resource streams by increasing gifts and contributions, grants and contracts, international enrollments, revenue from outsourcing and any CSU approved student fee increase, as well as other strategies, including possible website advertising.
7. To assure there are no division budget reductions that place unacceptable burdens on other divisions, discuss the impact of budget cuts before recommending them.
8. Continue to position the University for the future by making select program investments in accord with the University Strategic Plan.
9. In the near term, curtail adoption and implementation of new programs; where new investments are necessary, offsetting savings from current programs are likely to be required.
10. Keep an inventory of cuts and other accommodations so that consideration may be given to restoring funding in the future.

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POSSIBLE BUDGET REDUCTION STRATEGIES

1. Reduce and/or delay equipment purchases.
2. Freeze vacant positions.
3. Reduce general fund supported travel.
4. Reduce general operating expenses.
5. Closely review all service contracts—e.g., Hershey, Hobson, Oracle—and all organizational memberships, stipends, and special consultants.
6. Reduce work schedules if employees prefer, e.g., 12 months to 10 month employment and voluntary furloughs.
7. Emphasize recycling and energy savings, e.g., reduced operating hours and adjusted lighting and temperature levels. Review all appliance usage and costs.
8. Defer maintenance that doesn't put the campus at serious risk.
9. Combine organizational units to achieve efficiencies and/or where there is overlapping of responsibilities, including colleges, divisions, programs, and offices.
10. Reduce assigned time and/or sabbaticals, and possibly deny sabbaticals shorter than one year.
11. Reduce workforce, where applicable, within collective bargaining agreement rules.
12. Suspend or eliminate low enrollment and other programs.
13. Review and adjust as appropriate the opening hours of the library, health center, computer labs, and other service units.
14. Hold retreats and other university events on campus.
15. Reduce FTES target.
16. Review and adjust as needed the number of positions in administrative offices.
17. Scale back student recruitment and other outreach efforts.

18. Allow tenured/tenure track and full-time temporary faculty to volunteer to teach additional units without additional pay (say 4 quarter units over the year).
19. Delay academic program reviews.
20. Encourage and facilitate the service of volunteers to the University.
21. Reduce overtime as much as possible.
22. Share surplus supplies and equipment campus-wide.
23. Establish shared workforce arrangements to achieve efficiencies.
24. Consider fee revenue referenda or additional fees to support a number of services that are currently State funded.
25. Reduce service levels where possible, e.g., irrigation and lawn maintenance, financial transactions and reports, custodial and trash services.
26. Increase revenue through expanded facility rental for community events.
27. Seek electronic alternatives to the University's paper flow.
28. Reduce promotional and other publications—and related postage and printing costs.
29. Appoint committee to recommend policy, procedure, and structural changes/reorganizations.
30. Consolidate information technology services, both workforce and software/hardware, to achieve efficiencies.
31. Reduce employee evaluations to every other year except where requested by the employee or the supervisor.
32. Consolidate classes on Fridays in selected buildings where possible, consider continuation of 4/10 or similar schedules, and allow telecommuting that will conserve energy yet still support the educational mission.