Date: May 25, 1973

From: Office of the Chancellor

Subject: University-wide Policies for 1974-75 Budget Request

On May 10, 1973, Harry Spindler sent you an initial call for development of the 1974-75 budget request. It set up a campus hearing schedule and clarified several technical procedures in budget development.

I'm convinced that our budget development should be guided by overall policies in several key areas.

1. Enrollment

Our admissions experience for fall 1973 suggests that the 1974-75 FTE workload projections should differ from past patterns and the normal Master Plan trajectory.

This year, campus budget requests normally should assume that the FTE workload will remain the same as budgeted for 1973-74. Any proposed deviation from this base should be fully justified on the basis of clear criteria which include:

(a) The meeting of 1973-74 admission goals and an indication that student application rates will remain high enough to justify growth.

(b) A continued campus expansion which will not adversely affect other State University campuses, including regional Community Colleges.

(c) An enrollment expansion in response to new students, clientele or major program changes proposed in accordance with the Master Plan.

(d) A more efficient use of faculty and facilities related to additional students.

The developing campuses, including Old Westbury, Purchase, and Utica/Rome, will be exceptions to the general rule, although careful analyses of current trends are applicable here as well.
In no case is the FTE workload to exceed the enrollment projections set forth in the Master Plan.

2. Educational Priorities

Each campus should give particular emphasis to program responses to implement the Master Plan. The following "change" categories may be helpful in this regard:

(a) **New Populations to be Served**

Do you propose to enroll atypical groups of people such as older people, workers in industry, servicemen, and so forth?

(b) **New Time Patterns**

Are you developing shortened degree arrangements, programs that provide for high school-college collaboration or other variations on the present four-year semester cycle?

(c) **New Instructional Arrangements**

Are you developing an increased use of technology, alternate instructional models for large numbers of students?

(d) **New Curricular Content**

What proposals are planned to achieve greater curricular diversity in response to new clientele; such as vocational studies, interdisciplinary studies, classical studies, and the like?

(e) **New Locations and Resources**

Do you anticipate an increased use of off-campus study for selected students, which might include closer relationship with non-University learning centers and activities?

(f) **New Regional and Inter-campus Projects**

What regional programs do you plan to participate in next year? Are you initiating or establishing partnership with University-wide research centers?

(g) **New Internal Reordering of Program Priorities**

What reallocation of resources do you propose, and what programs will be discontinued?
3. **Other Campus Priorities**

   It will be necessary to establish priorities among the several other functional areas, including administrative and auxiliary services.

   (a) Are administrative reorganizations anticipated?

   (b) What economies are expected in the management of campus services?

4. **Income Proposals**

   For 1974-75, we'll need to establish income targets for each campus along with appropriation levels. Plans to achieve maximum income from tuition, residence hall rentals, and other sources should be clearly identified. Please include in your budget presentation the following:

   (a) Sources of income.

   (b) Maximum income potential.

   (c) An estimate of actual revenue anticipated.

   (d) A full justification of any "shortfall" in expected revenue.

5. **General Observations**

   It seems quite probable that in the days ahead, the continued development and improvement of the University will be achieved through a careful reevaluation of current programs, reallocation of resources, and a creative responsiveness to meet the needs of new students. This is not always easy, and I understand fully the many constraints to be faced. I am confident, however, the prospects for effective leadership are great and urge you to develop a 1974-75 budget in a way which recognizes both the restrictions and opportunities we face.

   [Signature]

   Ernest L. Boyer

This memorandum addressed to:

    Presidents, State Operated Campuses
    Deans, Statutory Colleges

Copies for information only sent to:

    President Miles
    Vice Provost Risley