



University Budget Committee

April 06, 2023



Agenda

- Welcome
- Decision on previously approved but unfunded line items
- Information Item: Cabinet Priorities
- Decision on FY23-24 base funding increase requests
- Decision on FY23-24 one-time funding requests
- Decision on the FY23-24 UBC Recommendations to the President Memo
- Q & A



WELCOME

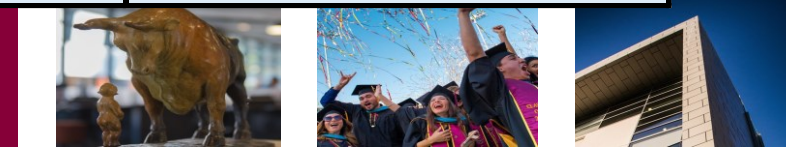


Decision on previously approved but unfunded line items



2021-22 & 2022-23 CSUDH UBC Approved List

<u>UBC Items:</u>	<u>Base</u>	<u>One-Time</u>	<u>Total</u>	<u>2022-23 Action</u>
2021-22				
Office of Equity and Inclusion: Administrator II Position	\$ 120,000	\$ -	\$ 120,000	Funded - Base 22-23 GI2025
Athletics Scholarships FY19	-	93,244	93,244	Funded - Excess Lottery
Victims Advocate (SSP IV)	96,960	-	96,960	Funded - Base 22-23 GI2025
Associate Athletics Director	135,882	-	135,882	Unfunded
Director, Esports	116,250	-	116,250	Funded - Base 22-23 GI2025
2021-22 Total	\$ 469,092	\$ 93,244	\$ 562,336	
2022-23				
8 Faculty Hires from 20-21	961,000	-	961,000	Funded - Base 22-23 GI2025
Additional funding for CDO VP position	82,150	-	82,150	Funded - Base 22-23 GI2025
Go Far Together Initiative from Strategic Plan	2,382,000	-	2,382,000	Funded - Base 22-23 Enrl Grwth
IT - 1 additional year funding from CARES for positions	-	2,000,000	2,000,000	Funded - One-time 22-23
University Advancement - Director of Advancement	135,000	-	135,000	Unfunded
Proposal Writer - University Advancement	135,000	-	135,000	Unfunded
Campus Communications/speechwriting	155,000	-	155,000	Unfunded
Videographer - Communications	91,450	-	91,450	Unfunded
IT - Project & Process Management - Strategic Plan/Toro I	1,200,000	-	1,200,000	Funded - One-time 22-23
One-time IT Project and Process Management	-	300,000	300,000	Funded - 21-22
Student Health Center ADA Work - One Time	-	200,000	200,000	Unfunded
2022-23 Total	\$ 5,141,600	\$ 2,500,000	\$ 7,641,600	
UBC Grand Total	5,610,692	2,593,244	8,203,936	



Information Item: Cabinet Priorities

Summary by the CFO, VP Deb Wallace



Decision on FY23-24 Base Funding Increase Requests



\$1.698 million, Base Funding Increase Requests (FY2023-24)

As of April 4, 2023

University Priority	Recommendations	Financial Strategy	Baseline	Source of Funding	Impact if Funded	Crosswalk to Campus Strategic Plan, WSCUC
1. Achieve and Maintain Academic Excellence	Cabinet Recommendation 1a: Fulfill Year 3 of the 5-Year Tenure Density Strategy to improve academic excellence	Financial Strategy 1a: Support the recruitment and hiring of 10 new TT faculty lines	\$1,200,000	2023-2024 - GI2025 Funding	Reduces GI 2025 budget for 23-24, (\$1,618,000) no funding available if comp increases are beyond the 2% from compact,	Thriving Students - Goal 1; WSCUC Interim Report March 2022
2. Achieve Operational Infrastructure and Excellence	Cabinet Recommendation 2e: Support a comprehensive professional and personal development program	Financial Strategy 2e: Support funding to establish a unit within Human Resources to enhance employee skills training, staff development and diversity training (1 FTE Manager/Coordinator [position currently frozen], 1 FTE Administrative Support)	\$ 225,000			
2. Achieve Operational Infrastructure and Excellence	Cabinet Recommendation 2d: Support DEI efforts across the campus to improve the overall campus climate	Financial Strategy 2d.2: Permanently resource the Office of the Vice President and Chief Diversity, Equity, and Inclusion Officer to cover existing staff salaries and operational costs	\$ 225,000	2023-2024 - GI2025 Funding	Reduces GI 2025 budget for 23-24, (\$1,618,000) no funding available if comp increases are beyond the 2% from compact,	Thriving Educators - Goal 2, Culture of Care - Goal 1; WSCUC Interim Report March 2022
3. Build Inter-divisional structures to support student and employee success		Financial Strategy 3c: Increase current budget to support and acknowledge employees' contribution in support of University priorities	\$ 16,000	2023-2024 - GI2025 Funding	Reduces GI 2025 budget for 23-24, (\$1,618,000) no funding available if comp increases are beyond the 2% from compact,	Thriving Educators - Goal 1
3. Build Inter-divisional structures to support student and employee success		Financial Strategy 3d: Support Marketing and Communications to ensure the reputation and visibility of the University; space for Studio - inefficiency for 1 videographer for set-up and teardown	\$ 32,000	2023-2024 - GI2025 Funding	Reduces GI 2025 budget for 23-24, (\$1,618,000) no funding available if comp increases are beyond the 2% from compact,	Culture of Care - Goal 1; Values
Total Estimated Budget Amount			\$1,698,000			



Decision on FY23-24 One-Time Funding Increase Requests



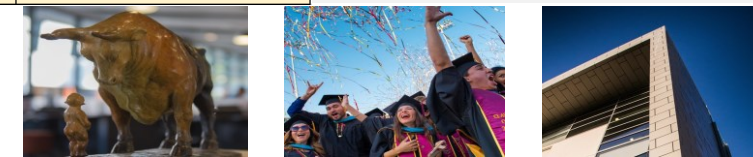
\$17.427 million, One-Time Funding Requests (FY2023-24)

Recommendations	Financial Strategy	One-Time	Source of Funding	Impact if Funded	Crosswalk to Campus Strategic Plan, WSCUC
Cabinet Recommendation 1b: initiate Instructional support strategy over 5 years that is inclusive of technical support, instructional design, assessment, and digital presence at college level. (retention and support)	Financial Strategy 1b: Support the recruitment, reposition, development and hiring digitally focused staff support lines. The positions will live in the colleges	\$ 220,000		Instructional designers for Academic Technology	Thriving Students - Goal 1; WSCUC Interim Report March 2022
Cabinet Recommendation 1c: Initiate Smart Campus: Instructional Infrastructure Plan	Financial Strategy 1c: Support the initiation of a comprehensive plan for infrastructure that supports digital and on premise instruction and research for a model public urban metropolitan university.	\$ 500,000			Thriving Educators - Goal 1; WSCUC Interim Report March 2022
Cabinet Recommendation 2a: Maintain the digital infrastructure that was implemented during the pandemic	Financial Strategy 2a: Backfill expenditures accrued using CARES funding				Thriving Students - Goal 1; WSCUC Interim Report March 2022
	\$ 2,000,000	\$ 2,000,000		Year 2 of 3 year - CCOVID Personnel form UBC 22/23	
	\$ 1,100,000	\$ 1,100,000		Year 2 of 3 year - Process and Improvement Management from UBC 22/23 (wave one)	
	\$ 6,500,000	\$ 6,500,000		University Technology contracts entered into during COVID	
	\$ 2,000,000	\$ 2,000,000		User devices/hardware annualized (rollouts, replacements and student checkouts; replacements of broken phones, travel, phones	



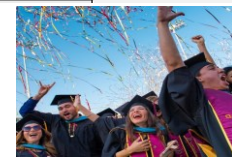
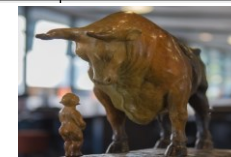
One-Time Funding Requests (FY2023-24)

Recommendations	Financial Strategy	One-Time	Source of Funding	Impact if Funded	Crosswalk to Campus Strategic Plan, WSCUC
Cabinet Recommendation 2b: Initiate Smart Campus infrastructure Plan	Financial Strategy 2b: Support the initiation of a comprehensive plan for engaging infrastructure and technologies that enable frictionless, touch-less, and intuitive experiences driven by a digitally connected community. A major step to readiness for partnership. Align campus infrastructure and the ability to engage with external partners, i.e. lock systems, security	\$ 120,000			Thriving Students - Goal 1; WSCUC Interim Report March 2022
Cabinet Recommendation 2c: Develop an infrastructure to support, enhance, and link assessment across campus in academic, co-curricular, and operational spaces to inform planning and budgeting.	Financial Strategy 2c: support the establishment of assessment subject matter experts within units to build and test models, move to scale, and institutionalize practices. Document and leverage key insights, track performance indicators, and create a structure of reporting that synthesizes what's needed to grow as a learning organization; institutional assessment study. e.g. the College of Education Assessment Center	\$ 120,000			Thriving Educators - Goal 1; WSCUC Interim Report March 2022
Cabinet Recommendation 2d: Support DEI efforts across the campus to improve the overall campus climate	Financial Strategy 2d.1: Support the one-time serial funding of CDO office positions to fulfill a multi-year plan of permanent staffing (cost unknown)	\$ 704,057			Thriving Educators - Goal 2, Culture of Care - Goal 1; WSCUC Interim Report March 2022
	Financial Strategy 2d.3: Increase Office of Equity and Inclusion's capacity to make CSUDH more responsive and proactive to campus climate issues	\$ 250,000			Thriving Educators - Goal 2, Culture of Care - Goal 1; WSCUC Interim Report March 2022
	Financial Strategy 2d.4: Develop foundational DEIJ programs and policies for the institution and strategic plan	\$ 375,000			Thriving Educators - Goal 2, Culture of Care - Goal 1; WSCUC Interim Report March 2022



One-Time Funding Requests (FY2023-24)

Recommendations	Financial Strategy	One-Time	Source of Funding	Impact if Funded	Crosswalk to Campus Strategic Plan, WSCUC
Cabinet Recommendation 2e: Critical compliance hires to ensure the financial needs of students are met	Financial Strategy 2e.1: Middle-Class Scholarship Coordinator: State Legislature drastically changed the regulations on eligibility, moving DH from serving roughly 2,000 to more than 7,800 students (a 380% increase). Will assist with all scholarships.	\$ 70,000	2023-2024 - GI2025 Funding		Thriving Students and Equitable Access - Goal 1
Cabinet Recommendation 2e: Critical compliance hires to ensure the financial needs of students are met	Financial Strategy 2e.2: Financial Aid Compliance Officer - All CSUs our size and larger have a dedicated position for this critical role. The lack of compliance could jeopardize future funding, and require CSUDH to return monies allocated to the campus.	\$ 75,000	2023-2024 - GI2025 Funding		Thriving Students and Equitable Access - Goal 1
Cabinet Recommendation 3a: Finish Year Two implementation of the Going Far Together initiative	Financial Strategy 3a: Support the funding of the proposed GFT financial plan	\$ 2,100,000		Year 2	Thriving Students and Thriving Educators - Goal 1
Cabinet Recommendation 3b: Enhance customer service/work control for Facilities Services	Financial Strategy 3b: Support front office administrative staffing (1 FTE) to ensure critical calls are responded to timely	\$ 75,000			Equitable Access - Goal 2
Cabinet Recommendation 3d: Additional support needed in Marketing and Communications	Financial Strategy 3d: Support Marketing and Communications to ensure the reputation and visibility of the University; space for Studio - inefficiency for 1 videographer for set-up and teardown	\$ 88,000	2023-2024 - GI2025 Funding	Reduces GI 2025 budget for 23-24, (\$1,618,000) no funding available if comp increases are beyond the 2% from compact,	Culture of Care - Goal 1; Values
Cabinet Recommendation 3e: Additional support needed in ensure student retention and success	Financial Strategy 3e: Hire (1 FTE) Director/Coordinator Toro Re-Engagement Center	\$ 210,000			Thriving Students and Thriving Educators - Goal 1
Cabinet Recommendation 3f: NCAA and CCAA compliance for DII Universities - must fill the Associate Athletics Director position	Financial Strategy 3f: This was approved in 2021-22. Even a multi-year one-time funding plan would get us in compliance until permanent funding is available.	\$ 120,000			Thriving Students and Thriving Educators - Goal 1



One-Time Funding Requests (FY2023-24)

Recommendations	Financial Strategy	One-Time	Source of Funding	Impact if Funded	Crosswalk to Campus Strategic Plan, WSCUC
Cabinet Recommendation 3g: Teddy Toro Spirit Fund	Financial Strategy 3g: In spite of several years of one-time funding, the program has grown. The program was never baselined. It falls under Enrollment Management by default, not by design. IRA is a viable option.	\$ 140,000			Culture of Care - Goal 1
Cabinet Recommendation 3h: Additional support needed in University Advancement to act as a fiduciary of donors and campus resource partner	Financial Strategy 3h: Hire in University Advancement a full-time manager role for Philanthropic Foundation Project Administration to act as a fiduciary of donor funds and to act as a resource for campus partners in helping to successfully administer millions of philanthropic dollars intended to support student and faculty success	\$ 140,000	2022-2023 - Division carryforward	Division will not be able to fill all positions as currently outstanding	Equitable Access, Culture of Care - Goal 1
Cabinet Recommendation 3i: Initiate year one implementation of the University eSports Academy Initiative	Financial Strategy 3i: Support the first year of three years of funding of the proposed eSports financial plan	\$ 200,000			Thriving Students - Goal 1
Cabinet Recommendation 3j: Initiate year one implementation of the Workforce Integration Planning Initiative	Financial Strategy 3j: Support the funding of the proposed WIN financial plan - currently grant funded, but future base needed	\$ 200,000			Pillar of the Community - Goal 1
Cabinet Recommendation 3k: Establish a framework for reviewing and engaging partnership opportunities	Financial Strategy 3k: Support the creation of infrastructure and workflow to evaluate the campus readiness, depth of opportunity, cost to engage, benefits, and cost of doing nothing.	\$ 120,000			Pillar of the Community, Culture of Care - Goal 1
		\$ 17,427,057			



Decision on the FY23-24 UBC Recommendations to the President Memo



UBC Memo to the President



MEMORANDUM

DATE: April 7, 2023

SUBJECT: Final Recommendations of the University Budget Committee (UBC) for Base & one-time Budget Restoration for the Fiscal Year (FY) 2022-23

TO: Thomas A. Parham, Ph. D.
President, CSUDH

FROM: Rama Malladi, Ph. D.
Chair, University Budget Committee, CSUDH
Associate Professor of Finance, College of Business and Public Policy (CBAPP)

CC: All current UBC Members and guests
Kate Fawver; Edward Cleek; Jessica Pandya; Ronald Norby; Sonal Singhal;
Wendolyn Vermeer; Adrienne Gutierrez; Obioha Victor Ogbonna; Edgar Mejia-Alezano; Samantha Alvarez Chavarria; Michael E. Spagna; Deborah Wallace;
William Franklin; Chris Manriquez; David Gamboa; Eva Sevcikova; Ken O'Donnell;
Tony Jake; Jacqueline Kuenz; Susan M. Sanders; Adrian Witt; Jane Gallegos; Nick Norimoto; Andrea Alvarez; Claudia M. Orozco; Margaret Clarke;

One of the key missions of the University Budget Committee (UBC), established by PM 2014-04,¹ is to make recommendations to the President concerning budgets, enrollments, and strategic and divisional plans at CSUDH. The UBC has met (so far) on six occasions during the FY2022-23 year. During these meetings, the CFO and the staff from the CFO's office have provided information to the UBC members on the following items:

- FY2022-23 year-end operating budget vs. actuals summary
- FY2022-23 quarterly operating budget vs. actuals summary²
- CARES funding summary
- Reserve designations
- Campus priorities based on the multi-year strategic plan
- the state Governor's FY2023-24 budget updates, and
- the preliminary FY2023-24 funding allocations from the Chancellor's Office

The office of the CFO has briefed the UBC on the revised FY22-23 operating budget of \$273,358,889 during these five meetings. Besides, the FY22-23 year-end total university

actual spending report is being prepared by the office of the CFO. As reported in the last UBC meeting on 03/23/2023, the campus had drawn down \$52,996,599 from the available \$66,248,898 (or 80%) CARES allocation (Part I, II, and III combined). The remaining 20% is scheduled to be drawn down before the CARES reimbursement deadline of June 30, 2023

In previous years, each division executive presented to the committee a summary of their divisional budget priorities and fiscal needs and discussed the division's mission, guiding principles and strategies to resolve budget deficits. Based on the new Strategic Plan unveiled in March 2022, the Cabinet held several budget retreats to review several key initiatives of the plan, specifically, *the Go Far Together*.³ This comprehensive plan calls for cross-divisional support to establish centers of excellence in each college to support student success.

At the April 06, 2023 UBC meeting, the multi-year plan to fund this effort was presented collectively and met with **???** support from the UBC. The recommended allocations, as described below, were voted on holistically.

There are 17 voting UBC members (six faculty members - one from each college, six Ex Officio from the Cabinet, three students, one from Library, and one non-MPP staff). **???** members could not attend the meeting. So, **???** UBC members present voted unanimously in favor of each of the Cabinet's recommendations. The UBC members appreciated the diligent work done by the office of the CFO to put forward a collective Cabinet recommendation in front of the UBC.

Attached is a funding matrix with the detail of the recommended allocations. After review, please indicate agreement with this recommendation, or provide notations to reject or modify any specific recommendations. With your signature, the Budget Office will make the approved allocations to the Divisions for 2023-24.

FY2023-24 New Funding Summary:

The UBC has approved a base increase of **???** million dollars and one-time allocation of **???** million dollars for the FY2023-24. If you have any questions for the UBC, please let me know. The UBC awaits your decision to approve, reject, or modify these recommendations. Thank you for your continued support of the UBC.

PRESIDENTIAL RESPONSE TO COMMITTEE RECOMMENDATIONS:

- Accept ALL Recommendations, OR;
- Accept Recommendations with below noted exceptions

Reject Recommendations as follows:

1. _____
2. _____
3. _____

Modify the Recommendations as follows:

1. _____
2. _____
3. _____

Thomas A. Parham, Ph. D.
President, CSUDH

Date

¹ PM 2014-04: [https://www.csudh.edu/Assets/csudh-sites/admin-finance/docs/admin-finance/university-budget-committee/pm%202014-04%20\(ubc\).pdf](https://www.csudh.edu/Assets/csudh-sites/admin-finance/docs/admin-finance/university-budget-committee/pm%202014-04%20(ubc).pdf)

² CSUDH Budget (2022-23 Academic Year): <https://www.csudh.edu/budget-plan-admin/ubc/>



Further Discussion



- 09/29/2022: Kickoff meeting
- 10/27/2022: Share budget request form with UBC
- 11/17/2022: FY23-24 budget topics for review
- 02/23/2023: FY23-24 Governor's budget update, CSUDH budget priorities)
- 03/23/2023: FY23-24 finalized Cabinet budget priorities
- 04/06/2023: FY23-24 Budget Approval Meeting

- 04/20/2023: Tentative, most likely not required

