



# University Budget Committee

September 28, 2023



# Agenda

- Introductions
- Chairs Report
  
- 2022-23 In Review
- 2022-23 Year-end Balances & Reserve Designations
- CARES Closing Summary
- 2023-24 Budget Updates
  
- Closing the Loop (on UBC Recommendations)
- 2024-25 Roadmap
- Q&A



# INTRODUCTIONS REVIEW CHARGE



Voting Member / Representative Unit

Term

Representative Name

# 17 UBC Voting Members

6 Colleges x 1 faculty  
3 Students  
1 Library  
1 Non-MPP Staff

6 Ex Officio

1 Past-chair  
(only in the 1<sup>st</sup> year of a new chair)

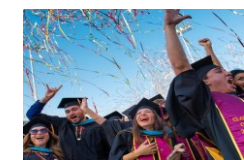
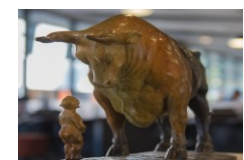
1) College of Arts and Humanities (CAH)	2 <sup>nd</sup> / 3 Yr.	Kate Fawver (3 <sup>rd</sup> term)
2) College of Business and Public Policy (CBAPP)	1 <sup>st</sup> / 3 Yr.	Rama Malladi (2 <sup>nd</sup> term), <b>Chair</b> (3 <sup>rd</sup> / 3 Yr.) Chair is a presidential appointment
3) College of Continuing and Professional Education (CCPE)	1 <sup>st</sup> / 3 Yr.	Christina Baltazar
4) College of Education (COE)	1 <sup>st</sup> / 3 Yr.	Kirk Rogers
5) College of Health, Human Services and Nursing (CHHSN)	2 <sup>nd</sup> / 3 Yr.	Ronald Norby
6) College of Natural and Behavior Sciences (CNBS)	1 <sup>st</sup> / 3 Yr.	Horace Crogman
7) University Library	1 <sup>st</sup> / 3 Yr.	TBD (Open)
8) Presidential Appointee (Non-MPP) Staff Member	1 <sup>st</sup> / 2 Yr.	Brian Jaramillo
9) Associated Students Inc. (ASI) President	1 Yr.	Edgar Mejia-Alezano
10) ASI Executive Vice President (appointed by ASI President)	1 Yr.	Jhanella Martinez
11) Vice President of Finance (appointed by ASI President)	1 Yr.	Marcelo Cowo
12) Past Chair (Chair is appointed by the President for 3 Yrs.)	1 Yr.	Not applicable, so vacant

Voting Division

Ex Officio Voting Members:

Note: color indicates new term

1) Academic Affairs	Michael Spagna
2) Administration and Finance	Deb Wallace
3) Diversity, Equity, Inclusion, Justice	Bobbie Porter (* position not yet added to the PM *)
4) Information Technology	Chris Manriquez
5) Student Affairs	William Franklin
6) Office of the President	Justin Gammage
7) University Advancement	Eva Sevcikova



## Non-Voting Division Budget/Fiscal Officer:

Ken O'Donnell

Tony Jake

Jacqueline Kuenz

Susan Sanders

Adrian Witt

Jane Gallegos

## Staff Support to the UBC

Nick Norimoto

## Division

Academic Affairs

Administration and Finance

Information Technology

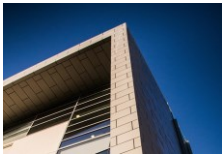
Office of the President

Student Affairs

University Advancement

## Title

University Budget Director

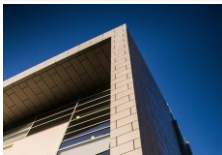


The University Budget Committee (UBC) shall receive, review, and make recommendations to the President concerning budgets, enrollments, and strategic and divisional plans at California State University Dominguez Hills (“the university”).



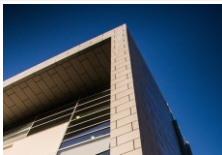
The UBC shall apply university-wide rather than divisional perspective in analyzing, considering, and recommending resource allocations.

- A. Review university budget reports (budget, expenditures, commitments and balances)
- B. Consider the continuation of current resource allocations. Divisions may be asked to provide information to assist review. (i.e., non-state funds, trust, auxiliary, etc.)
- C. Recommendations regarding new baseline and one-time funding allocations and reallocation of existing resources shall consider:
  - (1) Budget information and projections provided by the Vice President for Administration and Finance/Chief Financial Officer
  - (2) Enrollment reports and forecasts
  - (3) Divisional needs and priorities as articulated by division heads
  - (4) University strategic plan
  - (5) Academic plans as articulated by the Provost and Vice President of Academic Affairs
  - (6) The university's student success framework.



**Procedures.** The UBC shall receive from each division head reports and forecasts related to expected revenues from all sources, mandatory and continuing expenditure commitments, proposals for priority expenditures on both multi-year baseline and one-time basis; proposed changes or additions to academic plans; and the university's plans for student success.

A. **Not later than April 1 each year**, the **UBC shall forward** to the President **recommendations for the university's expenditure plan for the subsequent year**, taking full account of the reports and presentations from each division head and the President and reflecting a university-wide perspective.





**Town Hall Meetings.** The President and Vice President for Administration and Finance/Chief Financial Officer shall hold open Budget Town Hall Meetings for the campus at least once a year to provide faculty, staff, and students and overview of the university budget.

**Budget Presentations/Information.** Budget presentations/information provided to the UBC shall be posted to the UBC website. The UBC also may elect to post summaries of discussions held during UBC meetings to the web site.



Thursdays, 2pm to 4pm

(Fall23: on Zoom, Spring24: modality & day TBD action item)

1) 09/28/2023: Kickoff meeting

2) 10/19/2023: Share budget request form with UBC

3) 11/30/2023: FY24-25 budget topics for review

*12/14/2023: Last meeting before holidays, VP budget discussions update. May not be needed*

1) 02/29/2024: FY24-25 Governor's budget update, CSUDH budget priorities)

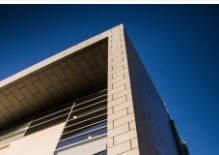
2) 03/28/2024: FY24-25 Final Cabinet recommendations & Budget Approval

Note: 04/01/2024: **Hard deadline** to send UBC budget memo to the president

3) 04/11/2024: FY24-25 Budget Approval Meeting (contingency meeting)

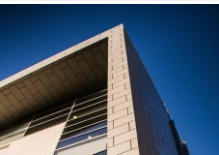
*05/02/2024: Tentative, most likely not required*

UBC does not meet over the summer, unless in emergency situations.



As a member of UBC you are expected to:

1. Come to meetings prepared and review documents beforehand
2. Ask questions and request information if needed
3. Share information with respective constituent groups



# UBC Chairs Report



# 2022-23 UBC in Review

- The UBC convened six times in AY2022-23.
- Received year-end balances and reserve designations for FY2021-22.
- Received quarterly reports for FY2022-23 throughout the academic year, based on the \$222,150,254 AADHT).
- Received timely summaries regarding CARES funding and the distribution of \$112.9 million. This funding significantly supported CSUDH during the COVID-19 pandemic and subsequent recovery.
- Deliberated on university priorities, provided input to the Cabinet, and made recommendations for FY2023-24 funding priorities to the CSUDH president.



## 2022-23 IN REVIEW

- Financial year (**FY**) begins on July 1<sup>st</sup> and ends on June 30<sup>th</sup>
- Academic year (**AY**) begins in August (date may vary, 08/21 in 2023)
- UBC reported financials are based on FY



# 2022-23 In Review

- 22-23 started with increases to operating fund, HOWEVER, new funding was dedicated to mandatory costs and compensation packages
- Funded enrollment targets increased by 250 FTES to 11,723 FTES
- Undesignated new funding was able to address some items from the 2021-22 UBC approved list
- Continued financial transparency and communications through quarterly budget updates and Budget Lunch & Learns
- Hosted a Budget Lunch & Learn in partnership with the campus to discuss Enrollment



# 2022-23 Year-end Budget vs. Projected Actuals





<b>2022-23 AADHT Budget Summary</b>							
<b>Sources / Revenue</b>	<b>Original Budget</b>	<b>Adjusted Budget</b>	<b>Total Budget</b>	<b>Actuals (July to June)</b>	<b>Encumbrances</b>	<b>YE Actuals</b>	<b>YE Balance</b>
State Allocation	\$ 132,053,000	\$ 1,811,000	\$ 133,864,000	\$ 133,864,000	\$ -	\$ 133,864,000	\$ -
Student Fees	86,994,000	860,129	87,854,129	81,963,871	-	81,963,871	(5,890,258)
Cost Recovery	3,103,254	6,152,521	9,255,775	9,598,124	-	9,598,124	342,349
Other Revenues	-	8,370,384	8,370,384	8,376,450	-	8,376,450	6,066
<b>Sub-total</b>	<b>\$ 222,150,254</b>	<b>\$ 17,194,034</b>	<b>\$ 239,344,288</b>	<b>\$ 233,802,445</b>	<b>\$ -</b>	<b>\$ 233,802,445</b>	<b>\$ (5,541,843)</b>
<b>Balance from Prior Year</b>	<b>-</b>	<b>42,966,383</b>	<b>42,966,383</b>				
<b>Total Sources/Revenue</b>	<b>\$ 222,150,254</b>	<b>\$ 60,160,417</b>	<b>\$ 282,310,670</b>				
<b>Uses / Divisions</b>	<b>Original Budget</b>	<b>Adjusted Budget</b>	<b>Total Budget</b>	<b>Actuals (July to June)</b>	<b>Encumbrances</b>	<b>YE Actuals</b>	<b>YE Balance</b>
ACADEMIC AFFAIRS	\$ 73,815,563	\$ 5,104,645	\$ 78,920,208	\$ 72,215,330	\$ 262,619	\$ 72,477,949	\$ 6,442,259
ADMIN AND FINANCE	18,485,469	2,263,559	20,749,029	21,185,309	2,046,459	23,231,768	(2,482,739)
ADVANCEMENT	3,650,654	1,952,667	5,603,321	3,381,520	236,333	3,617,853	1,985,468
INFO TECHNOLOGY	10,755,540	1,521,837	12,277,377	10,697,115	1,604,937	12,302,051	(24,675)
PRESIDENTS	3,531,292	1,787,034	5,318,326	3,950,964	42,592	3,993,556	1,324,770
STUDENT AFFAIRS	13,642,168	3,895,751	17,537,920	15,615,305	490,968	16,106,273	1,431,646
<b>Total Divisions</b>	<b>\$ 123,880,687</b>	<b>\$ 16,525,493</b>	<b>\$ 140,406,180</b>	<b>\$ 127,045,543</b>	<b>\$ 4,683,908</b>	<b>\$ 131,729,451</b>	<b>\$ 8,676,728</b>
*CENTRALLY MONITORED							
<b>Total Centrally Monitored</b>	<b>\$ 98,269,567</b>	<b>\$ 43,634,923</b>	<b>\$ 141,904,490</b>	<b>\$ 101,628,433</b>	<b>\$ 35,621</b>	<b>\$ 101,664,054</b>	<b>\$ 40,240,436</b>
<b>Total Uses/Divisions</b>	<b>\$ 222,150,254</b>	<b>\$ 60,160,416</b>	<b>\$ 282,310,670</b>	<b>\$ 228,673,976</b>	<b>\$ 4,719,529</b>	<b>\$ 233,393,506</b>	<b>\$ 48,917,165</b>
					<b>Grand Total AADHT Balance</b>		<b>\$ 43,375,322</b>
					<b>Grand Total AADHT Balance w/ Encumbrances</b>		<b>\$ 48,094,851</b>

# 2022-23 YEAR-END BALANCES & RESERVE DESIGNATIONS



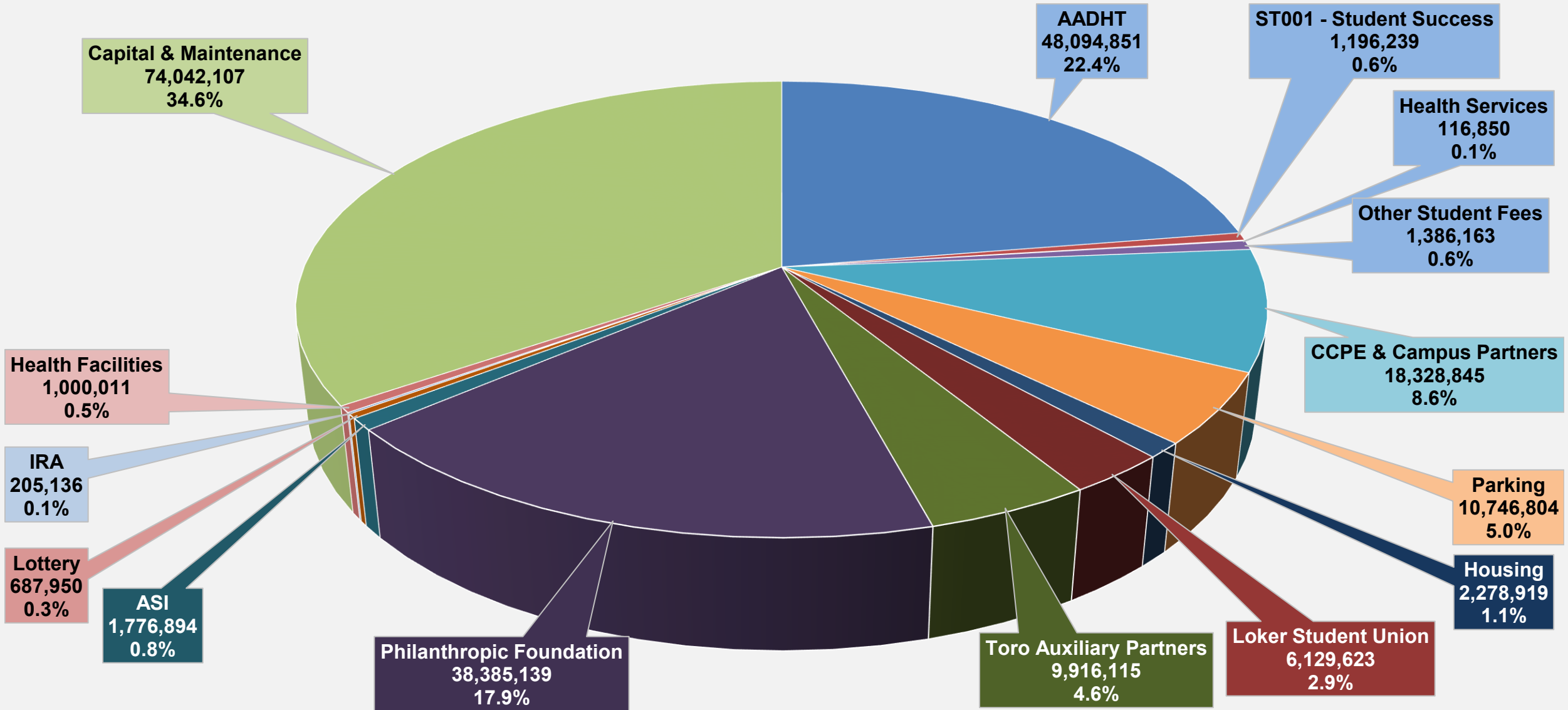
# CSU Operating Fund

- CSU Operating Fund:
  - General Fund (state appropriation)
  - Tuition
  - Other Fees – Nonresident tuition, Application, Student Success, Health Services, Misc. Courses, Administrative
  - Cost Recovery
- CSUDH Operating Fund:
  - **AADHT** – General Fund, Tuition, Nonres, Application & Cost Recovery
  - ST001 – Student Success Fee
  - FT068 – Health Services Fee
  - FTxxx – Misc Course and Administrative Fees



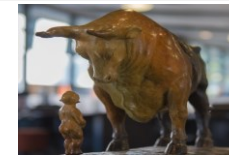
# 2022-23 All Funds Year-end Balances - \$214 million

(\$197M in 2021-22)



# 2021-22 vs 2022-23 Year-end Balances

Fund	2021-22 Balances	2022-23 Balances	Change	
AADHT	42,966,383	48,094,851	5,128,468	12%
ST001 - Student Success	1,647,229	1,196,239	-450,990	-27%
Health Services	785,972	116,850	-669,122	-85%
Other Student Fees	1,241,064	1,386,163	145,099	12%
CCPE & Campus Partners	16,621,152	18,328,845	1,707,693	10%
Parking	6,415,546	10,746,804	4,331,258	68%
Housing	2,134,571	2,278,919	144,348	7%
Loker Student Union	6,285,074	6,129,623	-155,451	-2%
Toro Auxiliary Partners	8,864,955	9,916,115	1,051,160	12%
Philanthropic Foundation	33,692,418	38,385,139	4,692,721	14%
ASI	2,118,254	1,776,894	-341,360	-16%
Lottery	538,260	687,950	149,690	28%
IRA	290,056	205,136	-84,920	-29%
Health Facilities	980,419	1,000,011	19,592	2%
Capital & Maintenance	72,701,670	74,042,107	1,340,437	2%
<b>Total</b>	<b>197,283,023</b>	<b>214,291,646</b>	<b>17,008,623</b>	<b>9%</b>



# 2022-23 Reserve Designations

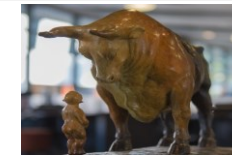
	<b>Reserve Amount</b>
Operating Fund	<b>\$ 32,369,158</b>
<i>AADHT</i>	<i>48,094,851</i>
<i>Other 485 Funds</i>	<i>4,243,242</i>
<i>*CSUDH Loan</i>	<i>(19,968,935)</i>
Lottery	<b>687,950</b>
IRA	<b>205,136</b>
Health Facilities	<b>1,000,011</b>
PaCE (College of Continuing & Prof Ed)	<b>18,328,845</b>
Parking	<b>10,746,804</b>
Housing	<b>2,278,919</b>
Loker Student Union	<b>6,129,623</b>
<b>Total Reserve Designations</b>	<b>\$ 71,746,447</b>

- Campuses are required to report year-end “Reserve Designations” to the Chancellor’s Office.

- Includes all campus fund balances, not just AADHT

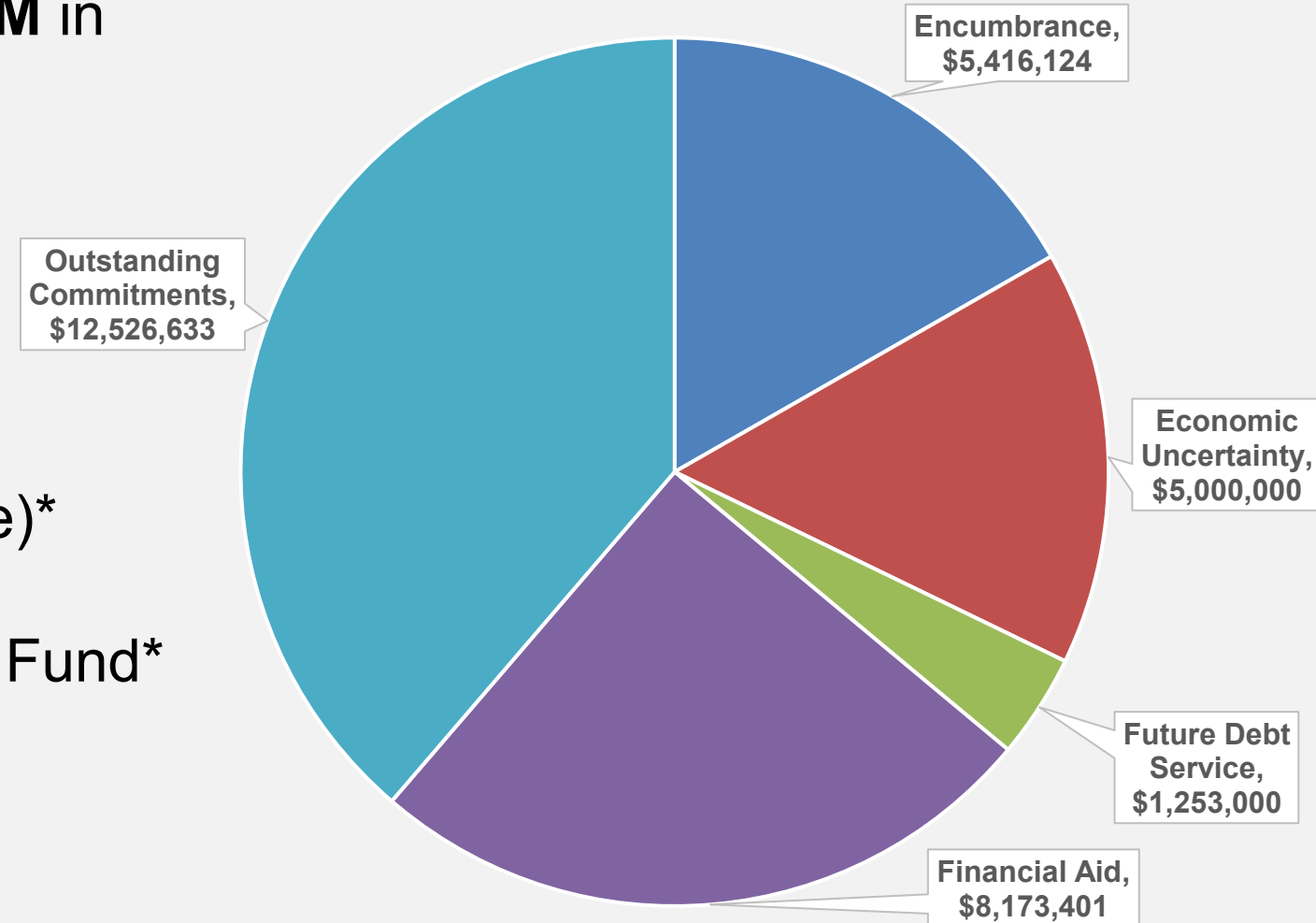
- The CO also requests Reserve Designations for certain auxiliaries and enterprises

*\* CO Loan for I&I Building Capital Project recorded in 2022-23 (30-year term)*



# 2022-23 Operating Fund Reserve Designation

- The largest fund balance is **\$32.4M** in the Operating Fund
- Includes:
  - AADHT
  - ST001 (Student Success Fee)\*
  - Capital Project Management Fund\*
  - 53 Course Fee Funds\*
  - Loans and Debt Service



\* Balances are designated for specific purposes within their funds



# 2022-23 Reserve Planning

- Although \$71.7M seems like a large number, it only makes up about 25% of the total expenses in those combined funds.
  - Best practice is that organizations maintain a reserve to cover 3-6 months of operating expense, or 25-50%.
- Maintaining appropriate reserves is important to address unexpected expenses (uh-oh, our power supply is failing) or changes in revenue streams (a sudden enrollment drop).
- Reserves can also allow us to be more strategic and innovative as a University. Reserves can be utilized as start-up funding for new initiatives or buildings.
- DH will need to be mindful regarding bridging current year shortfalls and exhausting reserves





# CARES

## Closing Summary



# CARES Funding

- In March 2020 Congress authorized the Coronavirus Aid, Relief, and Economic Security Act (CARES)
- The portion of these funds were deposited into the Higher Education Emergency Relief Fund (HEERF), and distributed to universities across the country
- There have been supplemental appropriation bills that have been passed with different names, but these funds are included under the umbrella of “CARES”



# CARES Funding

- CSUDH received an additional allocation as a Minority Serving Institution. This additional funding is called the “MSI Portion”
- CARES requires that half of the funding allocated to the campus is distributed directly to students in the form of Emergency Aid Grants
  - (CARES II only required 30% to be allocated to Emergency Aid Grants)
- The remaining funding is the “Institutional Portion” of the grant, which can be used for COVID- related expenses on campus.
- These funds are 1x in nature, so they can’t be used for any on-going expenses



# CARES Closing Summary

	CARES I	CARES II	CARES III	TOTAL
Allocation- Institutional Funds	\$ 9,240,638	\$ 22,602,924	\$ 27,753,307	\$ 59,596,869
Allocation- MSI Funds	\$ 1,312,563	\$ 1,980,621	\$ 3,358,845	\$ 6,652,029
Student Grants	\$ 9,240,639	\$ 9,240,639	\$ 28,183,267	\$ 46,664,545
<b>Total Allocation</b>	<b>\$ 19,793,840</b>	<b>\$ 33,824,184</b>	<b>\$ 59,295,419</b>	<b>\$ 112,913,443</b>
<i>(Less Student Grants)</i>	<i>\$ (9,240,639)</i>	<i>\$ (9,240,639)</i>	<i>\$ (28,183,267)</i>	<i>\$ (46,664,545)</i>
<b>Available Institutional Portion</b>	<b>\$ 10,553,201</b>	<b>\$ 24,583,545</b>	<b>\$ 31,112,152</b>	<b>\$ 66,248,898</b>
Drawn Down	\$ 10,553,201	\$ 24,583,545	\$ 31,112,152	\$ 66,248,898
Pending Drawdown*	\$ -	\$ -	\$ -	\$ -
Under Review	\$ -	\$ -	\$ -	\$ -



# 2023-24 BUDGET



# State Budget Allocation

## 2013-14 Amounts

**State of California - \$96.3 Billion**  
Governor's January Budget → May Revise → Final June Budget



**Higher Education - \$10.9 Billion**  
11.3% of State Budget



**California State University - \$2.3 Billion**  
21.1% of Higher Education Budget



**CSU Dominguez Hills - \$61.9 Million**  
2.7% of CSU Budget

## 2023-24 Amounts

**State of California - \$225.9 Billion**  
Governor's January Budget → May Revise → Final June Budget



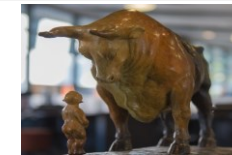
**Higher Education - \$22.7 Billion**  
10.0% of State Budget



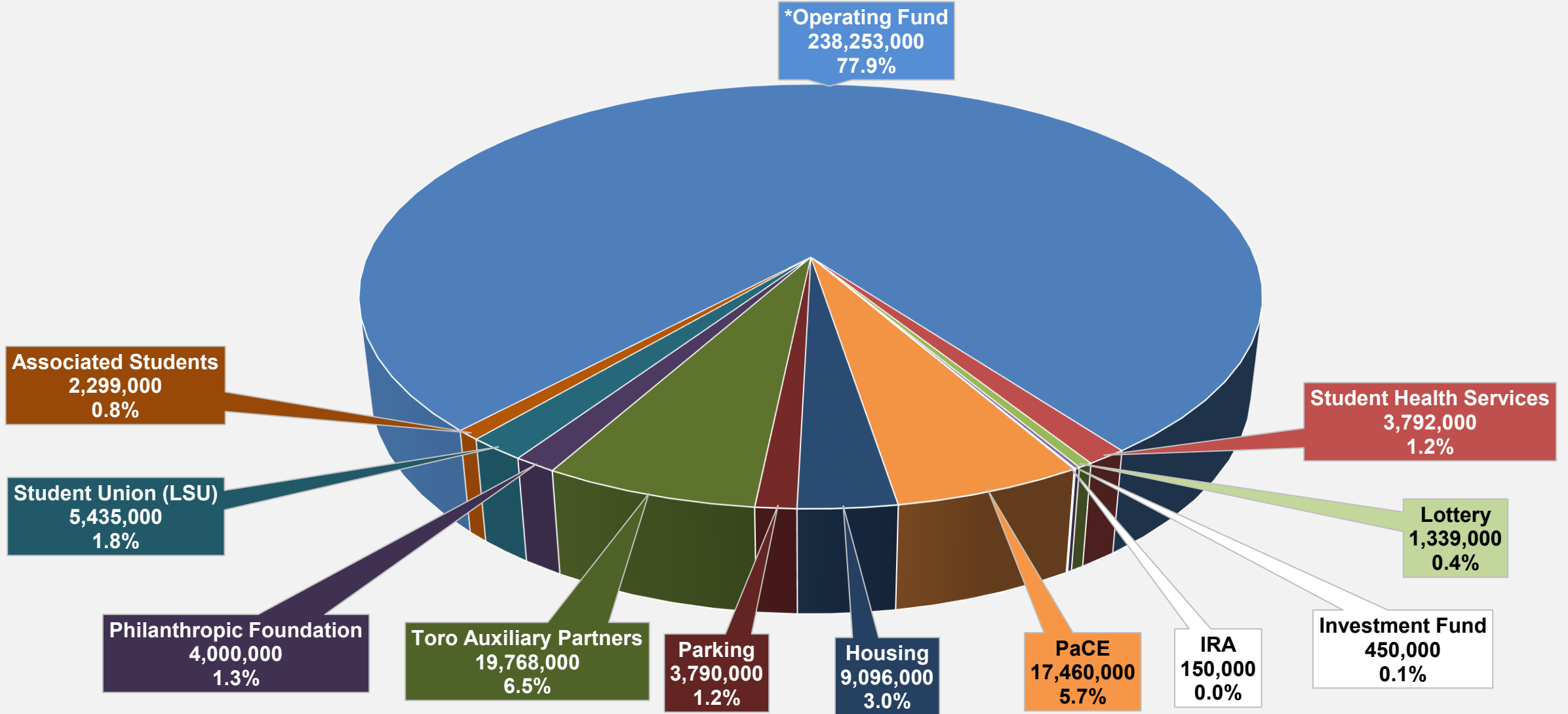
**California State University - \$5.0 Billion**  
22.0% of Higher Education Budget



**CSU Dominguez Hills - \$137.7 Million**  
2.8% of CSU Budget



# 2023-24 CSUDH University Budget - \$305 million

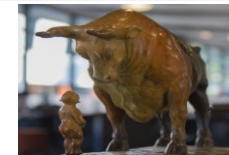


\*Operating Fund consists of AADHT, ST001, and Other Student Fees



# 2022-23 vs 2023-24 CSUDH University Budget

	2022-23	2023-24	Change	
Operating Fund	232,627,000	238,253,000	5,626,000	2.4%
Student Health Services	3,888,000	3,792,000	-96,000	-2.5%
Lottery	1,218,000	1,339,000	121,000	9.9%
Investment Fund	450,000	450,000	-	
IRA	150,000	150,000	-	
PaCE	18,270,000	17,460,000	-810,000	-4.4%
Housing	8,912,000	9,096,000	184,000	2.1%
Parking	4,300,000	3,790,000	-510,000	-11.9%
Toro Auxiliary Partners	24,136,000	19,768,000	-4,368,000	-18.1%
Philanthropic Foundation	4,000,000	4,000,000	-	
Student Union (LSU)	6,121,000	5,435,000	-686,000	-11.2%
Associated Students	2,024,000	2,299,000	275,000	13.6%
<b>Total Budget</b>	<b>306,096,000</b>	<b>305,832,000</b>	<b>-264,000</b>	<b>-0.1%</b>





# 23-24 CSU Budget Highlights

- **\$330.5 million** base increase
- ✓ \$227.3m for general operating costs
- ✓ \$99.7m to support debt service for capital projects
- ✓ \$3.5m for CSU budget priorities & other investments
- \$25.5 million in one-time investments



## New Ongoing Funds

*(in millions)*

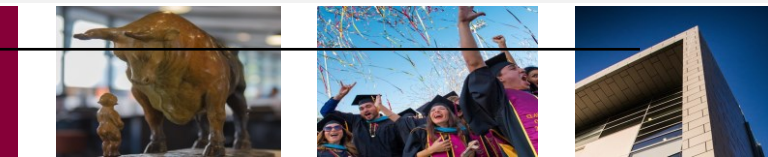
<b>Sources</b>	<b>Trustees Request</b>	<b>Final Budget</b>
State General Fund	\$513.8	\$330.5
Tuition from Resident Enrollment Growth	16.1	16.1
<b>Total Recurring Increases</b>	<b>\$529.8</b>	<b>\$346.6</b>



# 23-24 CSU Budget Highlights

(in millions)

<b>Uses – New Ongoing Funds</b>	<b>Trustees Request</b>	<b>Final Budget</b>
Unallocated Base Increase	-	\$122.6
Faculty & Staff Compensation Pool	\$260.9	-
Graduation Initiative 2025	55.0	-
Academic Facilities & Infrastructure	50.0	-
Strategic Resident Enrollment Growth	50.6	50.6
Student Basic Needs	20.0	1.3
Health Premium Increases	50.5	50.5
Debt Service for Capital Projects	-	99.7
Required Operational Costs	42.8	19.7
Other Specific Investments	-	2.2
<b>Total Recurring Increases</b>	<b>\$529.8</b>	<b>\$346.6</b>



# 23-24 Budget Memo

- The Chancellor's Office released Budget Allocation Memo July 18, 2023
- 5% is the increase to the state allocation, but since there is not tuition increase it represents only a 2.85% increase in the CSU budget.
- CSUDH General Fund increase of approximately \$5.6 M
- Much of the funding is designated for a specific purpose, leaving little for campus priorities



## Prior Year Adjustments

Prior Year 22-23 Adj	\$	3,918,000
Mandatory Costs	\$	2,038,000
SUG Redistribution	\$	(1,121,000)
Enrollment Growth	\$	791,000
<b>Total New Allocation</b>	<b>\$</b>	<b>5,626,000</b>

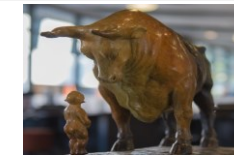
- Allocations to adjust for prior year expenditures and commitments
- 2022-23 Graduation Initiative
- 2022-23 Student Basic Needs
- 2022-23 Retirement Benefits



## Mandatory Costs

Prior Year 22-23 Adj	\$ 3,918,000
<b>Mandatory Costs</b>	<b>\$ 2,038,000</b>
SUG Redistribution	\$ (1,121,000)
Enrollment Growth	\$ 791,000
<b>Total New Allocation</b>	<b>\$ 5,626,000</b>

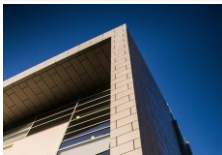
- Outside of our control
- Health Benefits & Liability/Property Insurance Premiums
- Allocations tend to lag
- Mandatory costs managed within Centrally Monitored



## SUG Redistribution

Prior Year 22-23 Adj	\$ 3,918,000
Mandatory Costs	\$ 2,038,000
<b>SUG Redistribution</b>	<b>\$ (1,121,000)</b>
Enrollment Growth	\$ 791,000
<b>Total New Allocation</b>	<b>\$ 5,626,000</b>

- Annual redistribution of SUG budget amongst all campuses
- Redistribution is based on



## Enrollment Growth

Prior Year 22-23 Adj	\$	3,918,000
Mandatory Costs	\$	2,038,000
SUG Redistribution	\$	(1,121,000)
<b>Enrollment Growth</b>	<b>\$</b>	<b>791,000</b>
<b>Total New Allocation</b>	<b>\$</b>	<b>5,626,000</b>

- Allocated with the expectation for our campus to grow actual enrollment
- Will be held centrally to address future campus priorities
- UBC approved list





## In Summary

Prior Year 22-23 Adj	\$	3,918,000
Mandatory Costs	\$	2,038,000
SUG Redistribution	\$	(1,121,000)
Enrollment Growth	\$	791,000
<b>Total New Allocation</b>	<b>\$</b>	<b>5,626,000</b>

- Allocations of the compact went to address mandatory costs
- A bulk of the compact still held systemwide to address compensation



# 2023-24 AADHT BUDGET

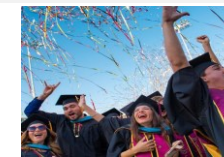
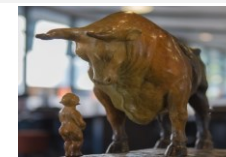


# 2023-24 CSUDH AADHT Budget

	22-23 Base Budget	23-24 Base Budget	Change Over PY
<b>Sources/Revenues</b>			
State Allocation	132,053,000	137,679,000	5,626,000
Student Fees	86,994,000	86,994,000	-
Cost Recovery	3,103,254	3,103,254	-
<b>TOTAL</b>	<b>222,150,254</b>	<b>227,776,254</b>	<b>5,626,000</b>
<b>Uses/Division</b>			
Academic Affairs	73,815,563	70,006,629	(3,808,934)
Admin and Finance	18,485,469	17,376,342	(1,109,127)
Advancement	3,650,654	3,431,615	(219,039)
DEIJ	447,948	549,983	102,035
Info Technology	10,755,540	10,215,208	(540,332)
Presidents	3,083,344	2,982,214	(101,130)
Student Affairs	13,642,168	13,164,404	(477,765)
Centrally Monitored	98,269,567	110,049,859	11,780,292
<b>TOTAL</b>	<b>222,150,254</b>	<b>227,776,254</b>	<b>5,626,000</b>

## 23-24 Budget Updates

- Majority of new state allocation funded mandatory costs.
- Portion of new funding will be set aside for future UBC approved obligations.
- All Divisions (except DEIJ) implemented up to a 6% base reduction to right-size University Budget to align with potential enrollment challenges.
- As a result, Centrally Monitored went up by 12%.
- The UBC has neither recommended nor deliberated the FY2023-24 division base budget cuts.



# Closing the Loop

## 2023-24 UBC Priority Items Funded by the President



# UBC Request for 2023-24

MEMORANDUM

DATE: April 7, 2023

**SUBJECT:** Final Recommendations of the University Budget Committee (UBC) for base & one-time Budget allocation for the Fiscal Year (FY) 2023-24

**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;

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## **FY2023-24 New Funding Summary:**

*For the FY2023-24, the CSUDH University Budget Committee has approved a base budget increase of \$1,766,650 million (pending funding from the CSU) and a one-time allocation of \$16,009,878 million (pending the availability of funding).* 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 UBC.

One of the key missions of the University Budget Committee (UBC), established by PM 2014-04,<sup>1</sup> 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:

# President's Response to the UBC Request

**MEMORANDUM**

**DATE:** August 29, 2023

**SUBJECT:** Response to 'Final Recommendations of the University Budget Committee (UBC) for Base & One-Time Budget Allocation for the Fiscal Year (FY) 2023-24'

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

**FROM:** Thomas A. Parham, Ph.D.  
President

**CC:** All current UBC Members

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The April 7, 2023, memo detailing the 'Final Recommendations of the University Budget Committee (UBC) for base and one-time allocations for the fiscal year (FY) 2023-24' has been carefully considered.

The 23-24 final base operating fund budget included the impact of a \$31.5 billion dollar revenue shortfall in the California state budget. While we were thankful that the budget included a \$227.3 million base increase, however, increased mandated costs and a holdout for anticipated compensation increases did not net the expected new funds needed for campuses to meet operational needs or advance some of their planning priorities and strategic plans. Effectively, with no new funding, the executive leadership team spent several months re-evaluating all the campus planning priorities and we concluded that student retention, improving tenure density, closing the gap on the campus digital infrastructure needs, and advancing diversity, equity, inclusion, and justice (DEIJ) were the highest priorities. The request was modified to move the needle on these priorities.

Based on the foregoing, I am modifying the April 7, 2023, request and approving the following (see chart below) for the fiscal year 23-24. I want to thank the UBC for their ongoing efforts to make recommendations to me concerning budgets, enrollments, and strategic and divisional plans to advance the campus priorities. The amounts allocated may be subject to changes as funding availability shifts, and/or divisions are able to repurpose current budgets to advance efforts toward these priorities.

Please feel free to contact me or Vice President, Administration & Finance, Deborah Wallace, if you have any questions regarding this modification.

**University Priorities Approved for FY 2023-24**

University Priority	Base/One-Time (OT)	Source	Amount
<b>Retention</b>	TBD	TBD	\$1,550,160
<b>Tenure Density</b>	Base	Enroll. Growth	\$960,000
<b>Digital Infrastructure</b>	OT	HEERF IDC	\$2,000,000
<b>DEIJ</b>	OT	Enroll. Growth	\$120,000
<b>TOTAL</b>			<b>\$4,630,160</b>

# Funded 2023-24 UBC Priority Items

					UBC Recommendations 04.06.23	Updated President Recommendations 08.29.23
University Priority	Recommendations	Financial Strategy	Base/ One-time (OT)	Source	Amount	Amount
<b>Achieve and maintain academic excellence</b>	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 108 new TT faculty lines for Fall 2024	Base	Enrollment Growth	\$ 1,200,000	\$ 960,000
<b>Achieve operational excellence and infrastructure</b>	Cabinet Recommendation 2a: Maintain the digital infrastructure that was implemented during the pandemic	Financial Strategy 2a: Backfill expenditures accrued using CARES funding	OT	HEERF IDC	\$ 2,000,000	\$ 2,000,000
	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	OT	Enrolment Growth	\$ 225,000	\$ 120,000
		Financial Strategy 2d.3: Increase Office of Equity and Inclusion's capacity to make CSUDH more responsive and proactive to campus climate issues ( <i>funding to two FTE for conflict resolution and administrative support</i> )		Enrolment Growth	\$ 250,000	\$ -
<b>Build Inter-divisional structures to support student and employee success</b>	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	TBD	TBD	\$ 1,425,528	\$ 1,340,160
	Cabinet Recommendation 3f: Additional support needed in ensure student retention and success	Financial Strategy 3f: Hire (1 FTE) Director/Coordinator Toro Re-Engagement Center	TBD	TBD	\$ 210,000	\$ 210,000
				<b>Total</b>	<b>\$ 5,310,528</b>	<b>\$ 4,630,160</b>

# 2024-25 Roadmap





# 2024-25 Planning - Backdrop

- The CARES tailwinds have disappeared.
- High inflation headwinds are putting pressures on the existing cost structures.
- Push and pull between various constituents (i.e., collective bargaining, tuition increases, new leadership).
- New procedures being implemented to address systematic concerns (i.e., retention, tuition increases, enrollment-based budgeting).
- During such a time, it is essential that UBC members keep university priorities above division priorities. Maintain a civil, professional, thoughtful, yet highly energized environment.
- This meeting is about past year (FY2022-23) actuals + current year (FY2023-24) budget.
- Next meeting on 10/19/2023 (Thu), 2pm to 4pm will focus on FY2024-25 budget planning.



# Further Discussion

