



# University Budget Committee

November 30, 2023





# Agenda

- Welcome
- 2023-24 Enrollment Update
- Collective Bargaining Update
- Centrally Monitored Financials October Update
- DH Transparency - OpenBook
- UBC PM Update
- Q & A



**WELCOME**



# 2023-24 Enrollment Update

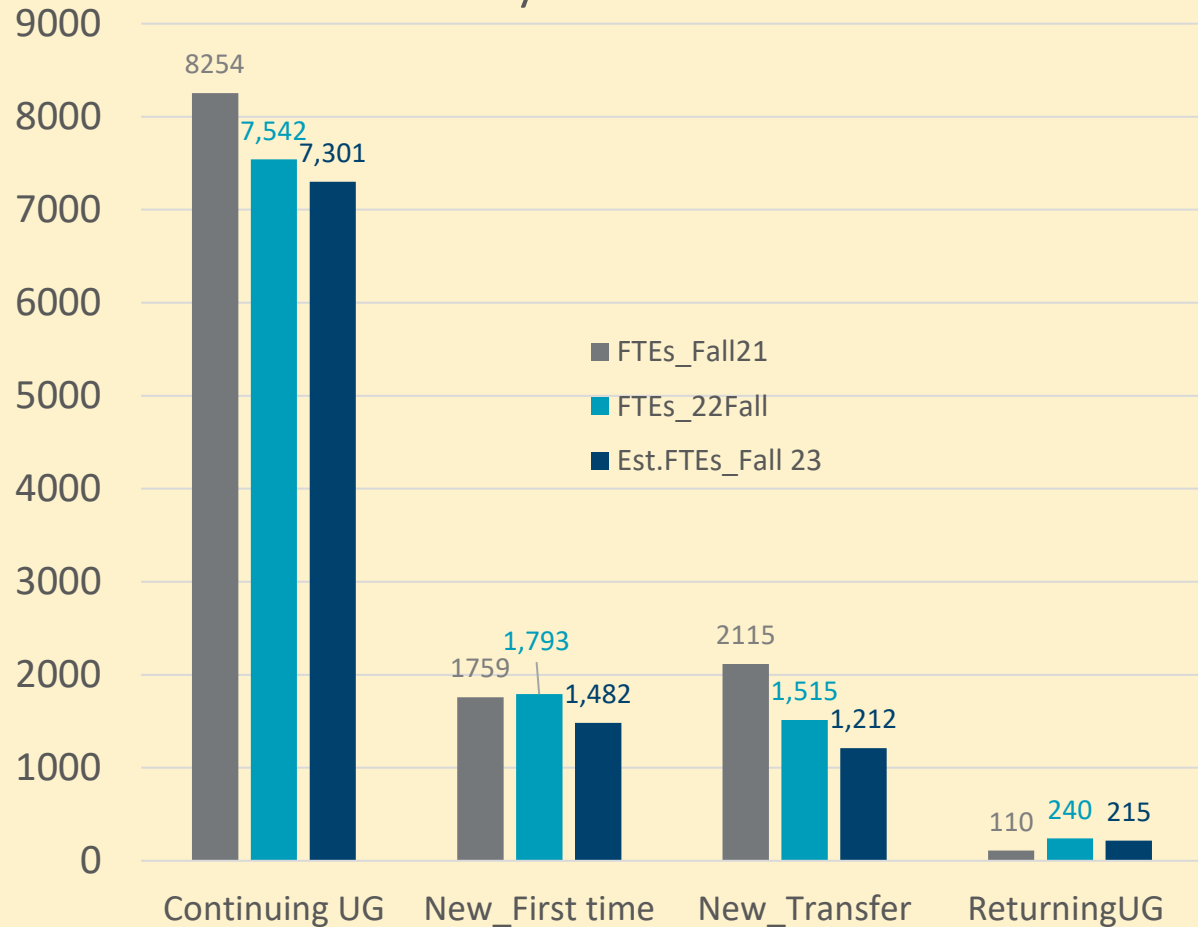


# PROJECTED ENROLLMENT: FALL 2023

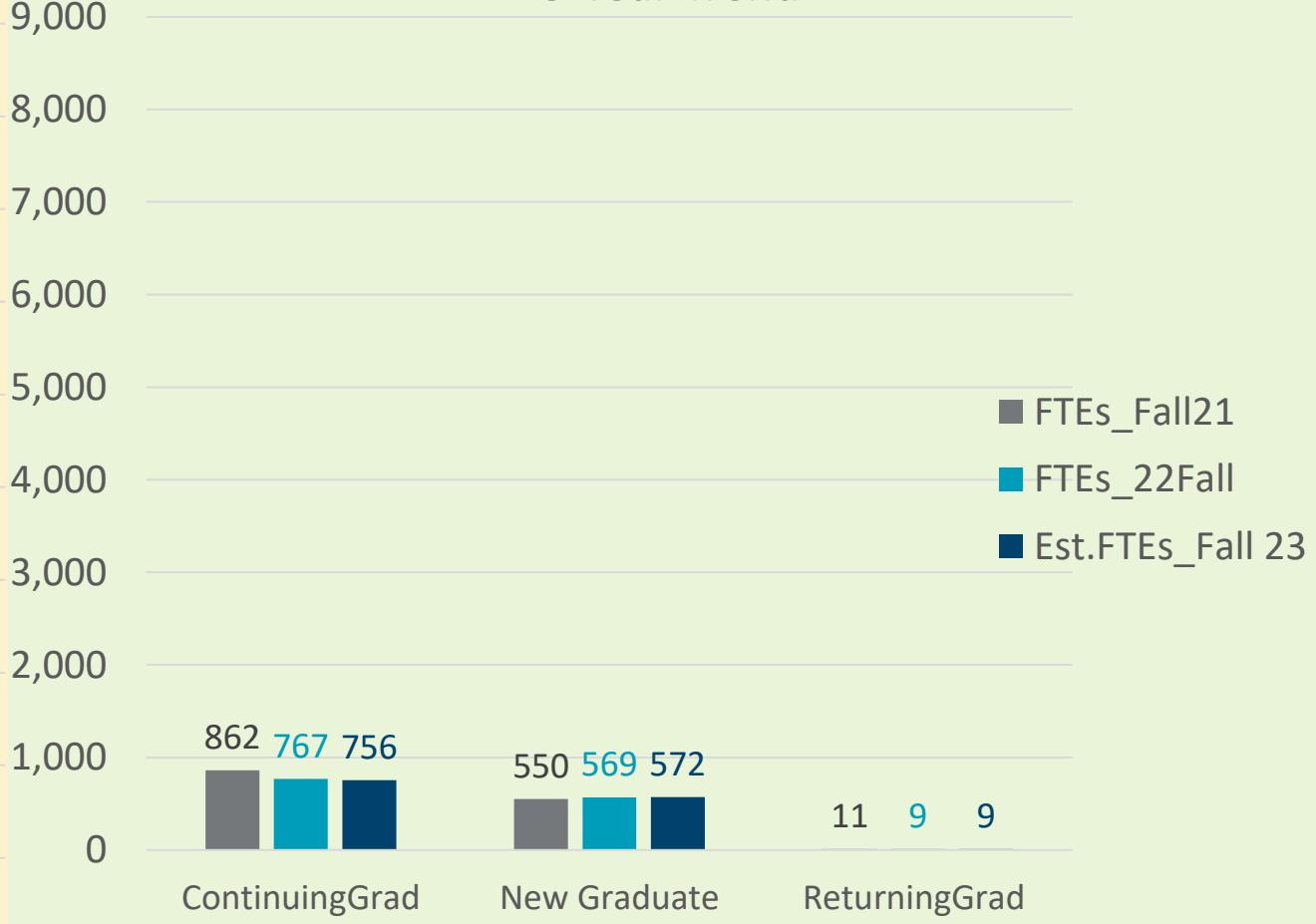
Enrollment for Fall 2023 is lower than planned with count 14,299 and FTE 11,573 (-433 FTEs).

This spring, we can increase enrollment and may be able to make our target (FTEs 11,823). This will require significant uplift from staff and faculty. We are likely to be 5-8% below our funded target (translating to \$4.1M-6.5M lost revenue).

### Undergraduate FTEs Fall 3-year trend



### Graduate FTEs Fall 3-Year Trend



# FACTORS INFLUENCING REDUCTION IN APPLICATIONS

**OUTSIDE** ←

→ **WITHIN**

DEMOGRAPHIC CLIFF  
DECREASED PIPELINE



CSU CALL FOR GROWTH &  
RESULTING COMPETITION



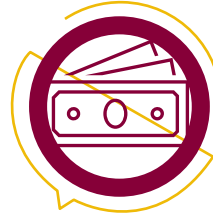
STRONG JOB MARKET



LASTING IMPACT FROM  
PANDEMIC



CERTIFICATE/CREDENTIAL  
PULLING AWAY FROM DEGREE



FINANCIAL SUPPORT



CAREER PATHWAYS  
MARKETED FOR BA (VS. AA)



DUAL ENROLLMENT



DEVELOPMENTAL COURSES



TRANSFER PATHWAYS  
STREAMLINED & CLEAR

Locus of  
Control

- What is the budget impact of lower than planned enrollments in Fall 2023?
- At what FTE number and when CSUDH must return money to the CO?
- What are the contingency plans if enrollments drop by 5% or worse 10% in Fall 2024?
- Will there be division budget reductions next year (FY 2024-25)? If yes, when will we know?
- How can UBC members help?
- What are the current plans to address enrollment declines and retention issues?

# Collective Bargaining Update





# Tentative Agreements

	Tentative		
<u>Represented Units</u>	2023-24	2024-25	2025-26
CFA (Unit 3)			
CSUEU (Units 2, 5, 7, 9)	5%	5%	*Step
UAPD (Unit 1)			
APC (Unit 4)	5%	5%	*Step
Teamsters (Unit 6)			
SUPA (Unit 8)	5%	5%	5%
UAW (Unit 11)	5	5%	
<u>Non-Represented</u>			
Confidential (C99)			
MPP (M80)			

*Step structure TBD – 2% step; employees will have to be placed in a specific step*



- Explain the current year's (FY 2023-24) budget impact due to known agreements
- Explain the next year's (FY 2024-25) budget impact due to known agreements
- Who pays for what? (CO/DH)
- Plan for unfunded CBA
- What is the budget impact if disruptions are protracted?



# Centrally Monitored Financials Update



# 2023-24 Financials October Update – AADHT Sources/Revenue

2023-24 AADHT Budget Summary								
Sources / Revenue	Original Budget	Adjusted Budget	Total Budget	Actuals (July to October)	Projected Actuals	Encumbrances	YE Actuals	YE Balance
State Allocation	\$ 137,679,000	\$ -	\$ 137,679,000	\$ 45,893,000	\$ 91,786,000	\$ -	\$ 137,679,000	\$ -
Student Fees	86,994,000	146,166	87,140,166	62,765,553	18,874,613	-	81,640,166	(5,500,000)
Cost Recovery	3,103,254	-	3,103,254	1,867,317	1,235,937	-	3,103,254	-
Other Revenues	-	334,166	334,166	365,166	(31,000)	-	334,166	-
<b>Sub-total</b>	<b>\$ 227,776,254</b>	<b>\$ 480,332</b>	<b>\$ 228,256,586</b>	<b>\$ 110,891,036</b>	<b>\$ 111,865,550</b>	<b>\$ -</b>	<b>\$ 222,756,586</b>	<b>\$ (5,500,000)</b>
<b>Balance from Prior Year</b>	<b>-</b>	<b>48,094,851</b>	<b>48,094,851</b>					
<b>Total Sources/Revenue</b>	<b>\$ 227,776,254</b>	<b>\$ 48,575,183</b>	<b>\$ 276,351,437</b>					



# 2023-24 Financials October Update – AADHT Uses/Expenditures

Uses / Divisions	2023-24	Adjusted	Total Budget	Actuals	Projected	Encumbrances	YE Actuals	YE Balance
	Original Budget	Budget		(July to October)	Actuals			
<b>Total Divisions</b>	<b>\$ 118,498,339</b>	<b>\$ 15,824,563</b>	<b>\$ 134,322,901</b>	<b>\$ 43,426,173</b>	<b>\$ 81,852,345</b>	<b>\$ 6,334,751</b>	<b>\$ 131,613,269</b>	<b>\$ 2,709,632</b>
CENTRALLY MONITORED								
Benefits	\$ 59,013,602	\$ 853,743	\$ 59,867,345	\$ 20,285,759	\$ 39,571,518	\$ -	\$ 59,857,278	\$ 10,068
Utilities	3,543,077	999,777	4,542,854	1,480,423	2,960,847	181,297	4,622,567	(79,714)
Financial Aid	33,561,701	8,173,401	41,735,102	13,387,509	25,265,000	-	38,652,509	3,082,593
<i>SUG</i>	33,238,000	7,767,728	41,005,728	13,193,909	25,000,000	-	38,193,909	2,811,819
<i>EOP</i>	203,715	112,545	316,260	118,000	100,000	-	218,000	98,260
<i>Other Financial Aid</i>	119,986	293,128	413,114	75,600	165,000	-	240,600	172,514
Other Centrally Monitored	13,159,535	22,723,700	35,883,235	6,577,011	1,207,000	67,053	7,851,064	28,032,171
<i>6% Reduction (Tuition Deficit)</i>	6,517,082	-	6,517,082	-	-	-	-	6,517,082
<i>Insurance Premiums</i>	4,807,028	-	4,807,028	4,863,148	-	67,053	4,930,201	(123,173)
<i>23-24 Enrollment Growth</i>	791,000	(555,061)	235,940	-	-	-	-	235,940
<i>I&amp;I Loan</i>	991,000	382,000	1,373,000	-	-	-	-	1,373,000
<i>Held for 2024-25 Commitments</i>	53,425	(53,425)	-	-	-	-	-	-
<i>Basic Needs</i>	-	492,000	492,000	-	-	-	-	492,000
<i>President's Initiative</i>	-	412,559	412,559	104,534	-	-	104,534	308,025
<i>Centrally Monitored Reserve</i>	-	8,757,437	8,757,437	-	-	-	-	8,757,437
<i>Indirect Cost (IDC) HEERF</i>	-	8,821,239	8,821,239	275,000	-	-	275,000	8,546,239
<i>Black Women's Think Tank</i>	-	3,792,190	3,792,190	-	1,207,000	-	1,207,000	2,585,190
<i>Chase Loan Repayment</i>	-	474,759	474,759	474,759	-	-	474,759	-
<i>Pension Loan Repayment</i>	-	-	-	230,947	-	-	230,947	(230,947)
<i>LSU Facility Use Rental</i>	-	120,000	120,000	120,000	-	-	120,000	-
<i>CM Emergency Operations Ctr</i>	-	80,000	80,000	4,467	-	-	4,467	75,533
<i>State Fire Marshal</i>	-	-	-	29,160	-	-	29,160	(29,160)
<i>Credit Card Merchant</i>	-	-	-	474,995	(474,995)	-	-	-
<b>Total Centrally Monitored</b>	<b>\$ 109,277,915</b>	<b>\$ 32,750,621</b>	<b>\$ 142,028,536</b>	<b>\$ 41,730,703</b>	<b>\$ 69,004,365</b>	<b>\$ 248,350</b>	<b>\$ 110,983,418</b>	<b>\$ 31,045,118</b>
<b>Total Uses/Divisions</b>	<b>\$ 227,776,254</b>	<b>\$ 48,575,183</b>	<b>\$ 276,351,437</b>	<b>\$ 85,156,876</b>	<b>\$ 150,856,711</b>	<b>\$ 6,583,102</b>	<b>\$ 242,596,688</b>	<b>\$ 33,754,750</b>
						<b>Grand Total AADHT Balance</b>	<b>\$ 28,254,750</b>	



## 2023-24 Financials October Update – AADHT Uses/Expenditures

Uses / Divisions	2023-24 Original Budget	Adjusted Budget	Total Budget	Actuals (July to October)	Projected Actuals	Encumbrances	YE Actuals	YE Balance
ACADEMIC AFFAIRS	\$ 70,806,629	\$ 7,934,647	\$ 78,741,276	\$ 25,043,860	\$ 50,087,719	\$ 502,795	\$ 75,634,374	\$ 3,106,902
ADMIN AND FINANCE	17,376,342	403,137	17,779,479	7,319,868	10,639,736	2,455,304	20,414,907	(2,635,428)
ADVANCEMENT	3,431,615	2,221,801	5,653,416	917,886	1,835,772	248,698	3,002,356	2,651,060
DEIJ	549,983	225,696	775,679	262,961	525,922	43,950	832,832	(57,153)
INFO TECHNOLOGY	10,259,608	1,580,262	11,839,870	4,061,209	7,122,419	1,791,522	12,975,150	(1,135,281)
PRESIDENTS	2,976,598	1,207,578	4,184,176	974,100	1,948,200	201,333	3,123,633	1,060,543
STUDENT AFFAIRS	<u>13,097,564</u>	<u>2,251,441</u>	<u>15,349,005</u>	<u>4,846,289</u>	<u>9,692,578</u>	<u>1,091,149</u>	<u>15,630,017</u>	<u>(281,012)</u>
<b>Total Divisions</b>	<b>\$ 118,498,339</b>	<b>\$ 15,824,563</b>	<b>\$ 134,322,901</b>	<b>\$ 43,426,173</b>	<b>\$ 81,852,345</b>	<b>\$ 6,334,751</b>	<b>\$ 131,613,269</b>	<b>\$ 2,709,632</b>
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<i>EOP</i>	<i>203,715</i>	<i>112,545</i>	<i>316,260</i>	<i>118,000</i>	<i>100,000</i>	-	<i>218,000</i>	<i>98,260</i>
<i>Other Financial Aid</i>	<i>119,986</i>	<i>293,128</i>	<i>413,114</i>	<i>75,600</i>	<i>165,000</i>	-	<i>240,600</i>	<i>172,514</i>
Other Centrally Monitored	13,159,535	22,723,700	35,883,235	6,577,011	1,207,000	67,053	7,851,064	28,032,171
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						<b>Grand Total AADHT Balance</b>	<b>\$ 28,254,750</b>	

# DISCUSSION ON CENTRALLY MONITORED FINANCIALS

- What is Centrally Monitored Reserve & How is it different to University Reserve?
- What is the lifespan of the Thinktank?
- Will it be housed in Centrally Monitored or some other division?

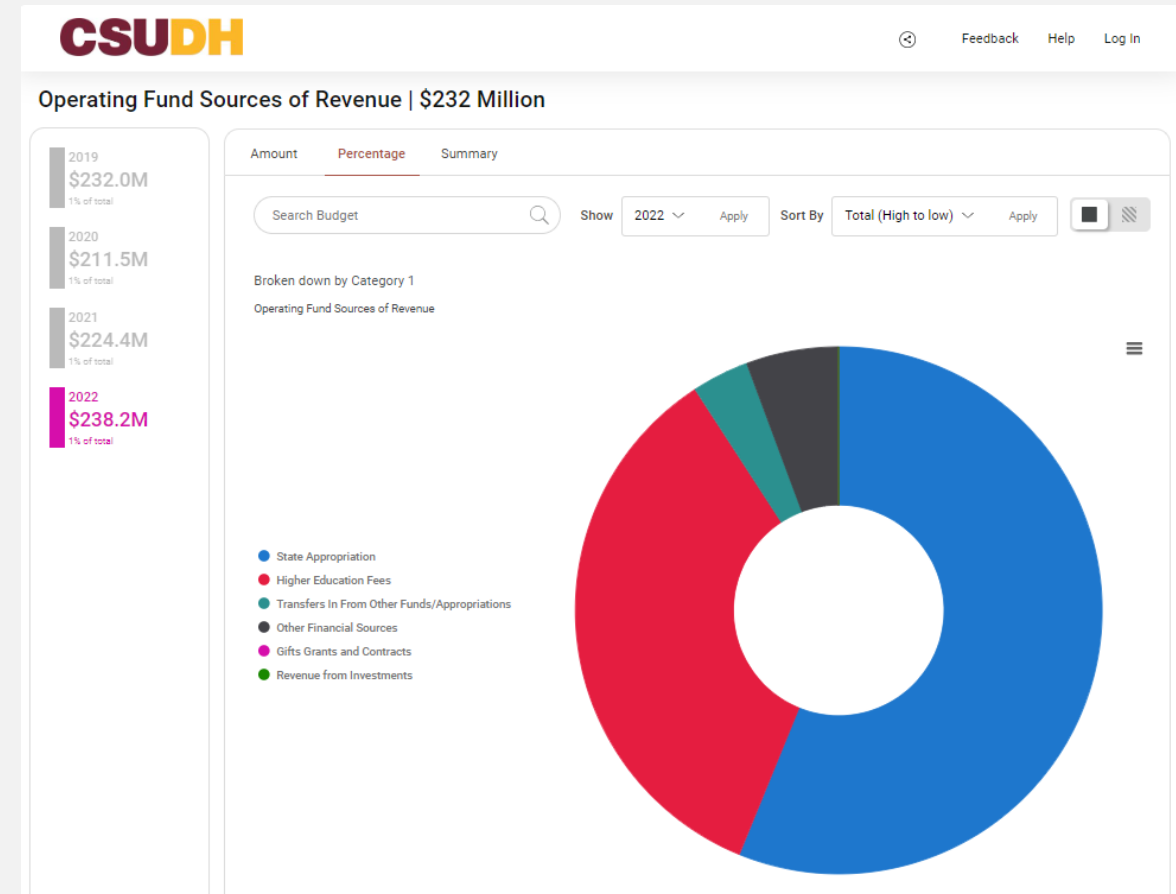


# DH Transparency - OpenBook



# DH Transparency - OpenBook

- Our campus has partnered with Questica to implement a new budgeting software
- Includes a new fiscal transparency portal called **OpenBook**
- <https://csudh.openbook.questica.com/>
- <https://www.csudh.edu/budget-plan-admin/openbook/>
- Budget Lunch & Learn on OpenBook – <https://www.csudh.edu/budget-plan-admin/budget-presentation/>



# DH Transparency - OpenBook

- Some CSUs are migrating to OpenBook. Some CSUs remain on OpenGov.
- The Chancellor's Office confirmed, "There are no plans for the Chancellor's Office to transition to OpenBook."
- Two CPA faculty have expressed interest in reviewing the transition process. We need ideas to engage them. CSUDH has at least 4 faculty with CPA (who understand accounting statements) and 2 faculty members with CFA (who understand financial and investment statements).
- UBC members are requested to test drive both OpenBook and OpenGov and provide their feedback in the next meeting.





# UBC PM Update



- The membership of the University Budget Committee (UBC) is established by [PM 2014-04](#); which supersedes [PM 00-03](#).
- Your inputs are sought in writing the new PM (2023, to be issued).
- Current items for consideration. More to be added based on the member feedback
  1. Adding the DEIJ division
  2. Extending the new budget request memo deadline from April 1 to April 15th
  3. Making clear UBC role in budget add/modify/delete line items
  4. Making clear the language on the process if the president adds/modifies/deletes the UBC recommendation
  5. Making clear UBC role in budget cuts
  6. Making clear language on UBC oversight/review of auxiliaries
  7. Making clear language and timelines on the university annual financial report
  8. How UBC and UPC may work together



# PM Update

- The Office of the President is currently engaging stakeholders before issuing the new UBC PM.
- Feedback from the Chief of Staff:
  - The UBC charge should be inclusive and broader to reflect the collective vision we are all thinking about.
  - We will facilitate a discussion with all parties to draft the charge (from scratch) for the integrated UBC/UPC.
  - The aim is to develop a product with all stakeholders present from the start. This would reflect inclusion.
  - Please look for future dates.



# Further Discussion



# UBC AY 2023-24 Meeting Schedule

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.

