

The University Budget Committee

FISCAL YEAR 2015 AND 2016 BUDGET RECOMMENDATIONS

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1. University Budget Committee Members

The membership of the University Budget Committee (UBC) is described in Table I. It includes the name of the members, their group in the university and the unit they represent.

Table I. UBC membership

University Group	Representing	Name
Faculty	College of Arts and Sciences College of Arts and Sciences College of Education College of Business College of Health Sciences Library and Instructional Services Counseling Department Faculty-at-large College of Pharmacy Union	Judith Birgen vacant Jamilah R. Jor'dan vacant Barbara Price Beverly Meyer, Secretary Telisa Randle vacant Joseph Slonek, Vice-Chair Edmundo Garcia, Chair
Civil Service	Civil Service	Bobbie Garner-Stewart Tanya Lloyd vacant
Students	Students	Veronica Williams Enrique Duncan
Chairpersons	Chairpersons' Association	Rohan Attele
Academic Support Professionals	ASP Members	Sandra Ballantyne
Administrative Staff	Academic Affairs Student Affairs Continuous Education and Non-Traditional Programs Enrollment Management and Student Affairs Administrative Affairs President's Representative	Robin Hawkins Shelia Collins Nelly Maynard Latrice E. Eggleston Lawrence Pinkelton vacant
Office of Budget	Office of Budget	Arrileen Patawaran

1.1 Subcommittees

The subcommittees evaluate presentations by the senior administration and make priority recommendations to the full committee. Any member of the UBC may attend subcommittee hearings, and participate in the subcommittee discussions. Below are the subcommittees, their members, and the name of the senior administrator who presented during the hearings.

Academic Affairs (Dr. Angela Henderson)

Judith Birgen (Chair), Beverly Meyer, Barbara Price, Rohan Attele

Facilities/Police/Parking (Mr. Ronnie Watson)

Joseph Slonek (Chair), Sandra Ballantyne, Arrileen Patawaran

Financial Affairs (Mr. Larry Pinkelton)

Telisa Randle (Chair), Robin Hawkins, Bobbie Stewart, Veronica Williams

Student Affairs and Enrollment Management (Mrs. LaShondra Peebles)

Nelly Maynard (Chair), Edmundo Garcia, Enrique Duncan, Jamilah R. Jor'dan

ITD (Mr. Prashant Shinde)

Latrice Eggleston (Chair), Shelia Collins, Tanya Lloyd, Rohan Attele

2. Metrics**2.1 Strategic Goals**

Strategic Goal 1: Academic Excellence, Teaching and Research

Strategic Goal 2: Community Service and Engagement

Strategic Goal 3: Cost Efficiencies and Diverse Revenue Streams

Strategic Goal 4: Enrollment, Retention and Graduation

Strategic Goal 5: Strengthened Infrastructure

Strategic Goal 6: Shared Accountability and Image

2.2 Guidelines

State universities that will dynamically adapt to the reality of less state allocations by developing new models of educating students and marshaling resources will emerge successful in the next decade. CSU has found a *raison d'être* as an engine that will drive the communities we serve toward prosperity. A strategic budget should enable the University to advance in tandem agendas that run in parallel to the Strategic Goals of the institution, within the realities of the state budget and the national trends of student enrollment.

The University should consider models that put it in the vanguard of similar ranking state universities and more prosperous communities. Specifically, budgeting should encourage:

- a. Building partnerships with internal and external entities with complementary interests.
- b. Facilitating an environment that allows faculty to attract external funds with research and educational grants.
- c. Fostering teaching innovation to reverse the trends of student retention.
- d. Promoting the University regionally and nationally to improve student enrollment.

3. Introduction to the Budget Recommendations

The University Budget Committee (UBC) submits this document containing its budget recommendations for Fiscal Years 2015 and 2016. In spite of modest tuition and fee increases, funding for Fiscal Year 2015 is expected to continue to decrease or be flat due to more selective admission policies, decrease of state allocations and the general enrollment trends observed nationally.

The UBC consists of faculty, administrators, civil service, and students who represent a cross-section of the campus community. The Committee has met to fulfill a mandate to study and review budgetary information and to make recommendations regarding budgetary priorities. These conclusions are driven by the University's strategic goals. In submitting these recommendations, we have considered the factors introduced in Section 2.1.

CSU has existed for 141 years as an institution of higher learning. Today it is an urban, commuter, comprehensive, four-year public institution that occupies 161 acres located on the far South side of Chicago in an African American community. Approximately 65% of the students reside within a six-mile radius of the University. The University offers 36 bachelor degree programs and 24 master's degree programs in addition to a doctoral program in Educational Leadership and a program in Doctor of Pharmacy. The University is accredited by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Secondary Schools, by the National Council for Accreditation of Teacher Education, and other professional and academic associations.

CSU offers unique higher educational opportunities to a large region of the state south of Chicago. For example, it is the only state institution of higher education in a 15-mile radius south of Chicago that offers a master's degree in mathematics. Chicago State University has consistently led the state of Illinois public universities in conferring of baccalaureate and master's degrees to African American students. Since 2001 Chicago State University has ranked among the top 25 four-year colleges and universities in the nation in awarding baccalaureate degrees to African Americans.

The UBC relies on the senior leadership to provide prioritized requests and rationales that include linking of their requests to strategic goals. It notes with gratitude the cooperation it has received from the executive officers who presented their budget recommendations, as listed in Sections 1.2.

4. Budget Recommendations

The University Budget Committee has considered the various requests presented by the vice presidents and executive administrators. Based upon the presentations, the UBC has prioritized the requests in accordance with the guidelines presented in Section 2.1. The UBC has listed items that it considers most important to sustain the University so that it may support excellence in higher education, attract and retain students, promote student satisfaction and scholastic achievement, retain and compensate talented faculty, maintain the institution's physical and technological infrastructures and provide a secure environment where a reliable, efficient and competent administration fulfills the

institution's mandate for excellent customer care. The Committee recommends that each area of the University be accountable for the resources invested in it and that performance measures be implemented that measure accountability and effectiveness. The funds recommended by the UBC may be modified from those requested by the senior administrators and some of the requests are not in the recommendation lists.

Operational budget recommendations for FY2015 are listed in Table II, and those for FY2016 are listed in Table III. Capital Budget Priorities for FY2016 are listed in Table IV and the corresponding Deferred Maintenance Cost Estimates are listed in Table V.

4.1 Budget Recommendation Notes

The grand total of the FY2015 operating budget requests is \$6,740,000. For FY2016 the recommended requests for the operating budget total \$5,095,000, and the total for the twenty-two Capital Budget Priorities is \$384,207,000. The FY2015 and FY2016 operating budget requests do not include the funds that will be necessary for the operations of the West Side Campus. The UBC decided to keep the request separate as explained in Section 5.

The subcommittees kept the priority orders of each area as they were presented by the senior administrators. The UBC took these area priorities and formed the comprehensive priority list in the decreasing order of priority. In a few cases, a project was culled from its area and inserted elsewhere in the prioritized list.

The UBC has met to fulfill the mandate to study and review budgetary information and to make recommendations regarding budgetary priorities. These conclusions are driven by the PME processes. In submitting these recommendations, we have considered the needs of sustaining a strong, viable institution of higher education and how these needs have been addressed over the past several years. To this end, priority was given to the funding for annual cost of living adjustments and contractual pay increases for CSU employees, the requests from Academic Affairs, ITD and Enrollment Management.

Projects that would directly benefit students were given high priority in the operational budget. Tutoring, advising, and programs that provide opportunities for students support this priority. They also are in line with the University's Strategic Goal 1 (Academic Excellence, Teaching and Research) and Goal 4 (Enrollment, Retention and Graduation). As the University moves to more rigorous standards in its pursuit of academic excellence, it becomes increasingly necessary to support students with longer tutoring hours, more tutors, and more subjects in which tutoring is available.

The UBC also gave priority to the requests from IT. This unit has become increasingly important, as technology is now pivotal for the efficient management of the operations of the University, a fundamental tool in the classrooms and the backbone for research laboratories. Furthermore, a strong technological infrastructure is necessary to keep CSU competitive in attracting students and external funding for grants. However, since the cost to build and maintain the technology infrastructure to put CSU at the level of similar institutions (e.g. Governors State University (GSU)) is staggering, the UBC recommends

the active search of grants to fund the one-time costs of the infrastructure and that the University review the technology fee charged to students and consider raising it to a level comparable to similar institutions (at the moment the technology fee for students at CSU is about half of the fee at GSU).

The UBC also gave priority to the requests from Student Affairs and Enrollment Management as we recognize the importance that the visibility of the school has in recruiting and retaining students.

Finally, for FY2016 the UBC added four recommendations (items 21, 22, 23 and 24) to the Capital Budget Appropriation recommendation list of FY2015. They include two requests from Academic Affairs (Child Care Center renovations and the construction of an Accounting and Trade Center Lab), from the Police Department and from Facilities.

5. Budget Recommendations for the West Side Campus

During their budget presentations the senior administrators made several requests for operating funds for the West Side Campus, as shown in Table VI. The UBC supports the West Side Campus expansion as a project that suits the strategic goals of the University. However, the committee believes that if the operational funds requested for the West Side Campus were not granted by the state, the project is not viable. CSU cannot afford a drain in the budget of almost 4.5 million dollars given the resources that we have are already stretched thin. For that reason we recommend the proposed requests, but we are keeping these requests separate from the operational budget recommendations for the main campus.

Table II. FY2015 UBC Recommendations

Priority	Unit	Item	Amount Recommended by Committee	Type
1	University Administration	Funding for Annual Cost of Living adjustments and contractual pay increases for CSU employees, based on their classification.	\$1,900,000.00	permanent
2	Academic Affairs	Professional Advisors and Director of Advising	\$1,000,000.00	permanent
3	ITD	Infrastructure for Campus Storage	\$900,000.00	one time
4	Enrollment Management Student Affairs	Permanent Dean First Year Experience	\$110,000.00	permanent
5	Facilities	Multiple operating requests—for positions, commodities, etc.	\$600,000	permanent
6	ITD	Infrastructure and Software Applications	\$560,000	permanent
7	Academic Affairs	Permanent Positions	\$550,000	permanent
8	University Administration	Non-Salary General Price Increase	\$500,000	permanent
9	Enrollment Management Student Affairs	Permanent Outreach Director	\$80,000.00	permanent
10	Enrollment Management Student Affairs	Commercial Development 3rd party Websites, SEM, Mobile Advertisement	\$350,000	permanent
11	Academic Affairs	Grant Writer	\$75,000	one time
12	Academic Affairs	Honors College	\$65,000	permanent
13	Academic Affairs	Data Center Manager	\$50,000	permanent

Table III. FY2016 UBC Recommendations

Priority	Unit	Item	Amount Recommended by Committee	Type
1	University Administration	Collective Bargaining Agreements for Union Employees and Cost of Living Allowance (COLA) for Non-Union Employees	\$1,900,000	permanent
2	ITD	To convert the existing analog system to Voice over Internet Protocol (VoIP) in order to replace the obsolete telephone system, new system cabling and provide coverage for increased telephone usage	\$900,000	one time
3	Academic Affairs	CAPP Enhancement	\$340,000	permanent
4	Enrollment Management	Call Center, Common App (200k, 100k)	\$350,000	permanent
5	Facilities	Campus Sprinkler System	\$80,000	one time
6	ITD	Academic Technologies	\$250,000	permanent
7	University Administration	Non-Salary General Price Increase	\$740,000	permanent
8	Enrollment Management	Latino Resource Center Staff	\$65,000	permanent
9	Academic Affairs	Grant Institutionalization of Urban Solutions Institute	\$100,000	one time ¹
10	Administration and Finance	The department has ongoing cost efficiencies expenses that are being allocated out of cash reserves annually. This item is being addressed via a FY '14 re-allocation, which has not been completed. Will need to make permanent provision if reallocation process stalls.	\$300,000	permanent
11	Administration and Finance	Maintenance software contracts, Settlement Manager and Asset Works.	\$70,000	permanent

¹ The UBC recommends to seek external funding for this program after FY2016
University Budget Committee, Chicago State University

Table IV. FY2016 Capital Budget Appropriation Recommendations Summary

(In Thousands of Dollars)		FY2016
		Amount
	Request Item	Recommended
A. REGULAR CAPITAL PROJECTS		
1	West Side Campus	56,080.0
2	Child Care Center Construction (Escalation & Equipment & Play Yard)	3,376.5
3	Robinson University Center (Interior Build out)	51,500.0
4	Library Exterior	3,244.5
5	Aquaponics	1,081.5
6	Douglas Hall Renovation	15,565.9
7	Nursing Lab (Simulated Hospital)	8,487.2
8	Construction of Campus Data Center	1,000.0
9	Site Improvements (Roadways, Entry, Turnaround, automate)	5,562.2
10	Remodel Breakey Theatre & Equip	2,060.0
11	Remodel Radio & TV	2,060.0
12	Science Building Planning	1,125.5
13	Campus Perimeter Lighting	2,566.1
14	Science Building Laboratory (Remodel SE Wing)	13,506.1
15	College of Business Building Planning	844.2
16	Funds to Complete Library Plaza	1,518.6
17	Residence Hall Expansion Planning	874.2
18	Construction of Science Building	196,690.9
19	Student Financial Outreach (escalation & to make up under funding)	5,463.6
20	Child Care Center Renovations	10,000.0
21	Construction of Accounting and Finance Trading Lab	100.0
22	Expansion of the Second Floor of the Police Department	500.0
23	JDC Pool Building Conditioning	1,000.0
	TOTAL REGULAR CAPITAL PROJECTS	384,207.0
B. CAPITAL RENEWAL PROJECTS		
1	Electrical Switch Gears for 8 Buildings	5,311.1
2	Elevators Renovation	2,121.8
3	Campus Heating (new 50mbtu generator) Plant Replacement	731.6
4	ADA Improvements Ph 2 (4 buildings)	725.9
5	Sidewalks Renovations interior campus (site	934.1

	improvement)	
6	Single pane glazing replacement	5,526.4
7	Public Facilities 2nd Floor (deferred maintenance)	2,222.9
8	Campus Cooling (Chiller Replacement, Plant)	1,541.8
9	Repair Concrete Stairs	106.1
10	Reconstruct Swimming Pools	146.6
11	BTU	240.0
12	Cooling Tower & Steam Boiler Replacement	619.0
	TOTAL CAPITAL RENEWAL PROJECTS	20,227.3
C. DEFERRED MAINTENANCE PROJECTS (see TABLE V.)		47,464.8
	GRAND TOTAL CAPITAL (A thru C)	403,624.5

Table V. Estimated Deferred Maintenance	
(In Thousands of Dollars)	FY2016
<u>Across Campus</u>	
Upgrade of fire alarm systems campus wide to meet regulation	3,387.7
Repair and replacement of exterior lighting poles and base (interior of campus)	1,639.1
Repair and replacement of exterior lights with high efficiency, low maintenance, luminaries	546.4
Repair and replacement of exterior lighting underground circuits	2,185.5
Repair and replacement of campus electronic master clock system	65.6
Survey, inspect, document and clean/flush all storm sewers, catch basins and manholes	546.4
Survey, document inspect, and repair/replace underground potable water main lines& valves	1,092.7
Survey, inspect, document and tag all valves and control mechanisms for buildings & systems	546.4
Removal/ replacement of trees which have potential to injure persons or property	20.4
Removal and replacement of salt compromised soil causing loss of grass and plantings	38.2
Remove and replace deteriorated planting and shrubbery	27.3
Repair/replace/upgrade existing irrigation system central to campus and at athletic fields	163.9
Replace fence wind screens at athletic field	27.3
Upgrade campus security systems	109.3
Replace building locks and keying systems, with a coordinated keying system	1,092.7
Repair and replace blue light safety call stations	251.3
Sub-Total	11,740.3
<u>Education Building (Building A)</u>	
Building wide Abatement (1&2nd first only, 3rd floors done in 2011)	764.9

Replace ceilings and lighting (1&2nd floors only, 3rd floor done in 2011)	655.6
Replace deteriorated lecture hall seating	218.6
Provide proper air conditioning for computer and learning labs	218.6
Repair/Replace building HVAC systems to comply with regulation	546.4
Repair and clean exterior masonry	109.3
Repair/Replace interior surfaces	437.1
Repair /Replace floor covering, wall base, and stair treads	382.4
Replace building window blinds	163.9
Provide ADA compliant handrails on all interior exit stairs	32.8
Renovate all toilet rooms to meet ADA requirements	524.5
Provide building lighting control system	54.6
Provide individual building metering /monitoring of utilities	38.2
Clean existing ductwork/ diffusers throughout building (3rd & penthouse done 2011)	38.2
Repair/replace/expand entry way to include hollow metal doors and hardware	65.6
Repair/replace all exterior hollow metal doors and hardware	21.8
Provide screened location for exterior refuse collection	5.5
Replace control valves with new isolation valves for chilled water system	30.0
Sub-Total	4,307.9
Business & Health Sciences (Building B)	
Replace ceilings and lighting (1 & 2 only)	655.6
Repair/replace deteriorated lecture hall seating	218.6
Provide proper air conditioning for computer and learning labs	218.6
Repair/replace building HVAC systems to comply with regulation	546.4
Repair and clean exterior masonry	109.3
Repair/replace interior surfaces	437.1
Repair /replace floor covering, wall base, and stair treads	382.4
Replace building window blinds	163.9
Provide ADA compliant handrails on all interior exit stairs	32.8
Renovate all toilet rooms to meet ADA requirements (Wm 5th done in fy12)	438.2
Provide building lighting control system	54.6
Provide individual building metering /monitoring of utilities	38.2
Repair/replace/expand entry way to include hollow metal doors and hardware	65.6
Repair/replace all exterior hollow metal doors and hardware	65.6
Provide screened location for exterior refuse collection	5.5
Replace control valves with new isolation valves for chilled water sys	30.0
Provide new air intake grates	7.0
Sub-Total	3,469.3
Harold Washington Hall (Building C)	
Replace ceilings and lighting	655.6

Repair/replace deteriorated lecture hall seating	218.6
Provide proper air conditioning for computer and learning labs	218.6
Repair/replace building HVAC systems to comply with regulation	546.4
Repair and clean exterior masonry	109.3
Repair/replace interior surfaces	437.1
Repair /replace floor covering, wall base, and stair treads	382.4
Replace building window blinds	163.9
Provide ADA compliant handrails on all interior exit stairs	32.8
Renovate all toilet rooms to meet ADA requirements	524.5
Provide building lighting control system	54.6
Provide individual building metering /monitoring of utilities	38.2
Repair/replace/expand entry way to include hollow metal doors and hardware	65.6
Repair/replace all exterior hollow metal doors and hardware	65.6
Provide screened location for exterior refuse collection	5.5
Building wide abatement (3rd floor done fy10)	742.6
Repair HVAC specific to band and choral room	392.0
Replace control valves with new isolation valves for chilled water system	30.0
Sub-Total	4,683.2
Williams Science Building (Building D)	
Replace ceilings and lighting (1 & 2 only)	655.6
Repair/replace deteriorated lecture hall seating	218.6
Provide proper air conditioning for computer and learning labs	218.6
Repair/replace building HVAC systems to comply with regulation	546.4
Repair and clean exterior masonry	109.3
Repair/replace interior surfaces	437.1
Repair /replace floor covering, wall base, and stair treads	382.4
Replace building window blinds	163.9
Provide ADA compliant handrails on all interior exit stairs	32.8
Renovate all toilet rooms to meet ADA requirements (Wm 5th done in fy12)	438.2
Provide building lighting control system	54.6
Provide individual building metering /monitoring of utilities	38.2
Repair/replace/expand entry way to include hollow metal doors and hardware	65.6
Repair/replace all exterior hollow metal doors and hardware	65.6
Provide screened location for exterior refuse collection	5.5
Repair/replace building medical grade air compressor	273.2
Repair/replace building medical grade vacuum system	273.2
Provide chemical distribution and storage area with appropriate containment	82.0
Install weather station on roof in support of academic programs	16.4
Repair green house and lab wing addition	32.8
Provide proper air conditioning for computer, labs and scientific equipment	273.2

Provide emergency backup power for scientific equipment and research	437.1
Provide ADA lab stations	218.6
Replace control valves with new isolation valves for chilled water system	50.0
Sub-Total	5,088.6
<u>Douglas Hall (Building E)</u>	
Repair/replace deteriorated lecture hall seating	218.6
Provide proper air conditioning for computer and learning labs	218.6
Repair/replace building HVAC systems to comply with regulation	546.4
Repair/replace interior surfaces	437.1
Repair /replace floor covering, wall base, and stair treads	382.4
Provide ADA compliant handrails on all interior exit stairs	32.8
Provide building lighting control system	54.6
Provide individual building metering /monitoring of utilities	38.2
Provide screened location for exterior refuse collection	5.5
Building wide abatement with exception of third floor (2nd fl fy14)	1,060.9
Replace control valves with new isolation valves for chilled water system	50.0
Sub-Total	3,045.0
<u>Cook Administration (Building F)</u>	
Include all same items described in Building B plus the following:	3,518.6
Repair salt damaged lobby floor	5.5
Water seal foundation at first floor in wellness center	54.6
Replace control valves with new isolation valves for chilled water system	30.0
Sub-Total	3,608.6
<u>Jacoby Dickens (Building G)</u>	
Include all same items described in Building B plus the following:	3,518.6
Structural repair to exterior balconies and walkway	819.6
Condenser at pool area (cost to cool)	218.6
Upgrade shower and toilet rooms in locker rooms for ADA access to pool and locker facilities	279.1
Expand building HVAC system to provide proper ventilation and air conditioning	1,092.7
Provide new rubberized flooring in gymnastic area	32.8
Provide miscellaneous interior repairs to ceilings, walls and floors	327.8
Replace control valves with new isolation valves for chilled water system	50.0
Sub-Total	6,339.2
<u>Physical Plant (Building H)</u>	
Include all same items described in Building B plus the following:	3,573.4
Provide ADA women's locker room	109.3

Provide second escape exit from second level campus police area	218.6
Replace/support smoke stacks for boilers	54.6
Provide ADA ramp to building	32.8
Provide segregate plumbing shop from central receiving	54.6
Repair/replace and clean utility tunnel vent, grates, grilles, exhaust fans (campus)	40.0
Provide centralized location for waste management	65.6
Repair and upgrade lighting controls system campus wide and provide control center in physical plant for lighting controls system	874.2
Replace control valves with new isolation valves for chilled water system	50.0
Sub-Total	5,072.9
Robinson University Center (Building K)	
Provide BAS and remote monitoring and metering	109.8
Sub-Total	109.8
Grand Total Deferred Maintenance	
	47,466.8

Table VI. West Side Campus Operational Funds Recommendations

Unit	Item	Amount Recommended by Committee	Type
Administration and Finance	Provision for operating expenses to address ongoing daily operations. Start up and Capital expenses have been covered with existing state funding ²	\$4,500,000	permanent
Police	12 Sworn Officers + Benefits + Equipment	\$647,172	permanent
Enrollment Management	West Side Campus Recruitment	\$50,000	permanent
Academic Affairs	Faculty Positions	\$450,000	permanent

² The State has appropriated \$40.0 million capital funding for the West Side Campus, of which \$4.0 million has been released.