

The University Budget Committee

FISCAL YEARS 2020 AND 2021 BUDGET RECOMMENDATIONS

Table of Contents

TABLE OF CONTENTS	1
1. UNIVERSITY BUDGET COMMITTEE MEMBERS	2
1.1 SUBCOMMITTEES	2
2. METRICS	4
2.1 STRATEGIC GOALS.....	4
2.2 GUIDELINES.....	4
3. INTRODUCTION TO THE BUDGET RECOMMENDATIONS.....	4
4. BUDGET RECOMMENDATIONS	5
4.1 BUDGET RECOMMENDATIONS	6
4.2 BUDGET RECOMMENDATIONS NOTES	7

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. This list, together with previous reports, the bylaws, and the minutes of the UBC can be found at <http://www.csu.edu/financialaffairs/ubc/>

Table I. UBC Membership

University Group	Representing	Name
Faculty	College of Arts and Sciences	Birgen, Judith, Garcia-Solis, Edmundo (Chair)
	College of Education	Kutame, Mark
	College of Business	Bryant, Linnae
	College of Health Sciences	Jackson, Leslie
	Library and Instructional Services	Kwembe, Azungwe
	Counseling Department	Hall, Tonya
	Faculty-at-Large	Wolf, Chyrese
	College of Pharmacy	Danquah, Michael
	Union	Shen, Eric
Civil Service	Civil Service Council	Garner-Stewart, Bobbie (Secretary) Sims, Pamela Riley, Valerie
Students	Students	Riley, Johnathan Akujieze, Amarachukwu
Chairpersons	Chairpersons' Association	Attele, Rohan (Vice-Chair)
Academic Support Professionals	ASP Members	Dryjanski, Jannette
Administrative Staff	Academic Affairs	Rowan, Thomas
	Student Affairs	Crawford, Michael
	Continuing Education and Non-Traditional Programs	Maynard, Nelly
	Institutional Research	Ellison, Michael
	Administration and Finance	Edwards, Simone
President's Office Representative	Byrd-Reno, Jimell	
Office of Budget	Office of Budget and Resource Planning	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. Table II shows

the subcommittees, their members, and the name of the senior administrators who were convened by the UBC for the hearings.

Table II. UBC Subcommittees

Subcommittee	Members
<p><u>Enrollment Management</u> Dr. Michael T. Ellison Hearing: Tuesday, January 22 12 to 2:00 pm - ADM 301</p>	<p>Judith Birgen (Chair) Michael Crawford Chyrese Wolf Bernie Rowan Rohan Attele Bobbie Garner-Stewart Johnathan Riley Leslie Jackson Arrie Patawaran</p>
<p><u>Administrative Services</u> Mr. Michael Holmes Facilities, Parking, Capital Planning, Real Estate, and Environmental Safety Hearing: Tuesday, January 29 12 to 2:00 pm - ADM 301</p>	<p>Valerie Riley (Chair) Pamela Sims Jannette Dryjanski Michael Crawford Bernie Rowan Mark A Kutame Arrie Patawaran</p>
<p><u>President Office</u> President Zaldwaynaka Scott President’s Office, Labor and Legal, Compliance, Athletics, Internal Audit, Police, Board Relations and Intergovernmental Affairs Hearing (scheduled only): Thursday, January 24 12 to 2:00 pm - ADM 301</p>	<p>Nelly Maynard (Chair) Eric Shen Pamela Sims Johnnie Barker Michael Danquah Jannette Dryjanski Linnae Bryant Bobbie Garner-Stewart</p>
<p><u>Academic Affairs</u> Dr. Leslie Roundtree Hearing: Friday February 1 1:30 to 3:00 pm - ADM 301</p>	<p>Rohan Attele (Chair) Michael Danquah Chyrese Wolf Michael Ellison Jimell Byrd-Reno Nelly Maynard Judy Birgen Amarachukwu Akujieze Tonya Hall</p>

<u>Administration and Finance</u>	Tonya Hall (Chair)
Ms. Simone Edwards	Valerie Riley
Hearing: Friday, January 25	Linnae Bryant
12 to 2:00 pm - ADM 301	Michael Ellison
	Azungwe Kwembe
	Jimell Byrd-Reno
	Johnnie Barker
	Eric Shen

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 dynamically adapt to the reality of fewer state allocations by developing new models of educating students and marshaling resources will emerge successful in the next decade. A strategic budget should enable the University to advance in tandem agendas that run in parallel to the Strategic Goals of the institution and the realities of the state funds 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 innovation in teaching, to reverse the trends of student retention
- d. Promoting the University regionally, nationally and internationally to improve student enrollment
- e. Implementing programs that pay for themselves or that generate revenue
- f. Fostering a strong relationship with the alumni as the primary source of donations

3. Introduction to the Budget Recommendations

The University Budget Committee (UBC) submits this document containing its budget recommendations for Fiscal Years 2020 and 2021. In spite of modest tuition and fee increases, funding for Fiscal Year 2019 is expected to continue to decrease due to a steep decrease of state allocations and the general enrollment trends observed locally and 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. The University's strategic goals drive these conclusions. In submitting these recommendations, we have considered the factors introduced in Section 2.1.

CSU has existed for 151 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 degree programs, in addition to a doctoral program in Educational Leadership and a professional 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 vast 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. In the 2017-2018 Academic year, CSU graduated six students with a B. S. in physics, placing the school in the top 2% of all the undergraduate institutions graduating African American physics students. Chicago State University has consistently led the state of Illinois public universities in the conferring of baccalaureate and master's degrees to African American students. Since 2001, Chicago State University has ranked among the top 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.

4. Budget Recommendations

The University Budget Committee has considered the various requests submitted by the vice presidents and executive administrators (VPs). Based on the presentations and the information provided by the VPs, the UBC has prioritized the requests by the guidelines given in Section 2.2. There were budget requests from the President's office but no budget presentation.

The UBC has listed the following items that considers essential to sustain the University so that it may support excellence in higher education:

- Attract and retain students
- Promote student satisfaction and academic achievement
- Retain and compensate for talented faculty and staff
- Maintain the institution's physical and technological infrastructures
- Provide a secure environment where a reliable, efficient and competent administration fulfills the institution's mandate for excellence

The Committee recommends that each area of the University is accountable for the resources invested in it and that performance measures be implemented that assess accountability and effectiveness. The dollar amounts recommended by the UBC may be modified from those requested by the senior administrators. Some of the requests are not in the recommendation lists, because they did not rank in the first twenty priorities of the UBC, after the committee's prioritization vote.

Operating budget recommendations for FY2020 are listed in Table II, and those for FY2021 are listed in Table III. Capital Budget Priorities and Deferred Maintenance Cost Estimates for FY2020 are listed in Table IV.

4.1 Budget Recommendations

The total FY2020 operating budget requests, as recommended by the UBC, total \$7,263,000. For FY2021, the recommended operating budget requests total \$6,488,000

The UBC recommends all the FY2021 capital budget requests as presented to the committee and listed on Table A-C, broken down into three (3) categories, as follows. The committee prioritized the Capital Budget Appropriation for the Regular Capital Projects but not the Capital Renewal Projects the prioritization show is from the VP.

1. Regular capital projects (Table IV. A.)		\$ 327,275,820
2. Capital renewal projects (Table IV. B.)		\$ 50,571,150
3. Request for Capital Restore (Table IV. A.)		\$ 24,000,000
4. Deferred maintenance (Table IV. C.)		\$ 64,845,600
Total FY2021 Capital Budget Requests		\$ 466,692,560

The subcommittees voted on the priority orders of each area considering the information presented by the VPs. The UBC took these area priorities and subsequently voted on the comprehensive priority list in decreasing order of priority. In a few cases, two projects were merged, and in other cases, the project was removed 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 Planning, Management, and Effectiveness (PME) process. In submitting these recommendations, the UBC considered the needs of sustaining a robust and viable institution of higher education and how these needs have been addressed over the past several years.

4.2 Budget Recommendations Notes

A high priority is also given to the union obligations and cost of living allowances as the University moves to more rigorous standards in its pursuit of academic excellence; it becomes increasingly necessary to support faculty and staff. A high priority was also given to faculty hires across the colleges. The UBC recommends the hiring of two (2) engineers, as the overtime costs expended by the University per year are higher than opening two permanent positions.

Enrollment Management continues to request additional staff to rebuild the team that was decimated during financial exigency. For the university to increase enrollment, Enrollment Management needs staff and software to reach potential students. The Enrollment Management VP has thought through the process of rebuilding the recruitment of prospective students and has designed a means of achieving increased enrollment. Without students, there is no university.

The UBC recognizes the relevance of sports programs. However, the Athletics department in other institutions with Division I programs are generating revenues to be self-sufficient. The UBC recommends that the University prepares a comprehensive study (a task force that includes financial, educational and community outreach parameters) to decide if the best option for CSU is to continue in Division I programs, or if it would be better to move to Division II given the characteristics of our University.

Academic Affairs identified investing in faculty as a fundamental purpose. Academic departments are in dire need of tenure-track faculty and full-time adjunct faculty. The committee encourages all newly inducted tenure-track faculty to engage in grant writing and other means of bringing diverse revenue sources to their departments and the University at the very onset of their tenure at Chicago State University. The requested faculty is directly tied to the projected growth in programs.

The classroom request spans three categories (a) infrastructure (including equipment such as projectors) to support a program of instructional technology (b) support personnel (c.) capital request for classroom renovation. Updating classrooms and computer laboratories to promote student-centered and interdisciplinary curricular pedagogies were identified as a high priority by the provost. This is a long-term endeavor which will be systematically executed on a college-by-college basis. Each teaching building is to have at least one fully equipped classroom and the target is to establish 5-6 classrooms per year. The Vice President for Enrollment also made it an essential point in his presentation of having show-case classrooms which help to recruit and retain higher quality students and faculty. The UBC recommends to the Office of the Provost to work closely with Administration and Finance who also made a similar request. The sense of the UBC, however, is that the classrooms should be built around a teaching philosophy; the classrooms need to fit the curriculum and pedagogy not vice-versa. The faculty and departments should be consulted in the design of the classroom. Therefore, the UBC finds the classroom request is more pertinent to Academic Affairs. Moreover, the UBC urges the provost to invest in supporting curricular pedagogies and assessment as a necessary prerequisite. A factor of the UBC endorsement is the fact that classroom renovations can also be supported by external grants both Government and private.

Table III. FY20 UBC Recommendations Operational Budget

Request	Priority	Strategic Goal	Unit	Amount
Union obligations and cost of living allowance	1	1,3	Administration and Finance	\$ 1,625,000
Faculty hires and accreditation fees	2	1,4,6	Academic Affairs	\$ 1,700,000
Hire two (2) engineers	3	3,5	Administrative Services	\$ 180,000
General price increases	4	5	Administration and Finance	\$ 580,000
Updating classroom and laboratories (infrastructure only)	5	1,4,5,6	Academic Affairs	\$ 500,000
Replace HVAC heating and cooling pumps in all campus buildings	6	3,4,5,6	Administrative Services	\$ 75,000
Hire five (5) building service workers	7	3,5,6	Administrative Services	\$ 225,000
Upgrade firewalls, improve security and the wireless network	8	1,2,5	Administration and Finance	\$ 400,000
Admissions personnel	9	4,5,6	Enrollment Management	\$ 320,000
Contractual marketing and advertising	10	4,5,6	Enrollment Management	\$ 500,000
2 AP clerks	11	2,6	Administration and Finance	\$ 70,000
Office of registrar personnel	12	4,5,6	Enrollment Management	\$ 50,000
Office of financial aid personnel	13	4,5,6	Enrollment Management	\$ 48,000
Purchasing officer specialist	14	2,6	Administration and Finance	\$ 40,000
Technology for the classrooms	15	1,5,6	Administration and Finance	\$ 175,000
Banner programmers	16	1,2,6	Administration and Finance	\$ 350,000
Replace JCC gym portable floor	17	2,3,4,5,6	Administrative Services	\$ 125,000
Digital media specialist	18	4, 6	President Office	\$ 65,000
Diversity, Equity, and Inclusion program	19	1,2,6	Administration and Finance	\$ 150,000
In house and training for Banner	20	6	Administration and Finance	\$ 10,000
			Total	\$7,188,000

Table IV. FY21 UBC Recommendations Operational Budget

Request	Priority	Strategic Goal	Request	Amount
Union obligations and cost of living allowance	1	1,3	Administration and Finance	\$1,660,000
General price increases.	2	5	Administration and Finance	\$ 600,000
Hire two (2) engineers	3	3,5	Admin. Services	\$ 180,000
Admissions personnel	4	4,6	Enrollment Management	\$ 320,000
Instructional technology for academic support retention and staff training	5	1,4,5,6	Academic Affairs	\$ 500,000
Hire five (5) building service workers	6	3,5,6	Administrative Services	\$ 225,000
Technology for the classrooms	7	1,5,6	Administration and Finance	\$ 175,000
Staff for interdisciplinary education, online faculty development, student success, research innovation	8	1,4,6	Academic Affairs	\$ 750,000
Contractual marketing and advertising	9	4,6	Enrollment Management	\$ 50,000
Replace HVAC heating and cooling pumps in all campus	10	3,4,5,6	Administrative Services	\$ 75,000
Office of financial aid personnel	11	4,6	Enrollment Management	\$ 48,000
Office of registrar personnel	12	4,5,6	Enrollment Management	\$ 50,000
Welcome Center	13	4,5,6	Enrollment Management	\$ 100,000
Counselor	14	4,5,6	Enrollment Management	\$ 50,000
Diversity, Equity, and Inclusion program	15	1,2,6	Administration and Finance	\$ 45,000
In-house and training for Banner	16	6	Administration and Finance	\$ 15,000
Development and Training	17	4,5,6	Enrollment Management	\$ 20,000
Replace JCC gym portable floor	18	2,3,4,5,6	Administrative Services	\$ 125,000
Personnel and equipment for Center for Solutions of Urban Populations	19	1,2,3,4,6	Academic Affairs	\$1,500,000
			Total	\$6,488,000

Table V. FY21 UBC Recommendations Capital Budget

Priority	Budget Requests	FY 2021 Amount Requested* (Thousands of Dollars)	Strategic Goal
A. REGULAR CAPITAL PROJECTS			
1	Campus Site Improvement Project **	\$ 10,300.00	5
2	Library Exterior Water Infiltration**	\$ 5,354.35	5
3	Child Care Center and Equipment**	\$ 4,419.73	4
4	Campus-Wide Classroom Renovations	\$ 1,000.00	1,2,3,4,5,6
5	Science Building Laboratory (Remodel SE Wing)	\$ 16,205.30	4
6	Media Teaching Facilities Renovation for CMAT	\$ 5,479.60	4
7	Renovation of On-Campus Track and Field Indoor and Outdoor	\$ 1,379.17	4
8	Campus-Wide Laboratory Renovations	\$ 3,000.00	1,2,3,4,5,6
9	On-campus Soccer Field and Replace Sport Court	\$ 733.15	4
10	Expansion of the 2nd Floor O&M for Police Department	\$ 983.44	4
11	Science Building Planning	\$ 2,092.14	4
12	Demolition of Robinson University Center **	\$ 12,360.00	4
13	Construction Science Building	\$ 234,131.05	4
14	College of Business Building Planning	\$ 352.26	4
15	Residence Hall Expansion Planning	\$ 1,779.12	4
16	Douglas Hall Renovation Center for Solutions of Urban Populations	\$ 15,000.00	1,2,4,5,6
17	Remodel Breakey Theatre & Equipment	\$ 5,000.00	4
18	Aquaponics	\$ 7,706.50	5
	TOTAL REGULAR CAPITAL PROJECTS	\$ 327,275.82	
B. CAPITAL RENEWAL PROJECTS			
1	JDC Pool/Building Renovation Project**	\$ 10,815.00	5
2	Campus-wide Roof Repairs or Replacement**	\$ 4,120.00	5
3	Replace Air Handling Unit in Williams Science Building**	\$ 1,030.00	5

4	Campus Cooling (Chiller Replacement, Plant) **	\$ 2,005.10	5
5	Installation of Integrated Fire and Security System**	\$ 5,150.00	5
6	Campus Replacement of Underground Piping**	\$ 4,827.61	5
7	Campus-Wide Abatement**	\$ 5,665.00	5
8	Campus Replacement of Interior Lighting	\$ 3,322.78	5
9	ADA Improvements Phase 2 (4 buildings)	\$ 973.87	5
10	Electronic Card Reader System	\$ 1,530.89	5
11	Electrical Switch Gears for 8 Buildings	\$ 3,679.16	5
12	Cooling Tower & Steam Boiler Replacement	\$ 852.94	5
13	Single Pane Glazing Replacement	\$ 6,598.80	5
TOTAL CAPITAL RENEWAL PROJECTS		\$ 50,571.15	
C. REQUEST FOR CAPITAL RESTORE/RE-APPROPRIATIONS			
1RA	Early Childhood Center (Appropriated to CDB in FY19)	\$ 14,000.00	1,2,3,4,5,6
2RA	Conference Center	\$ 5,000.00	NA
3RA	Financial Aid Outreach Center	\$ 5,000.00	NA
TOTAL CAPITAL RESTORE/RE-APPROPRIATIONS PROJECTS		\$ 24,000.0	
D. DEFFERED MAINTENANCE		\$ 64,845.60	
GRAND TOTAL CAPITAL (A thru D)		\$ 466,692.56	
*Estimated costs subject to change.			
**Capital Emergencies and Priorities			