

CHICAGO STATE UNIVERSITY BUDGET COMMITTEE

FISCAL YEARS 2024 AND 2025 BUDGET RECOMMENDATIONS

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1. UNIVERSITY BUDGET COMMITTEE MEMBERS

The University Budget Committee (UBC) reduced its membership from 25 members to 15 voting members and two advisory members (non-voting) in February 2023. The UBC membership is detailed in Table I. The table includes the university category, members' representation, and members' names. This list, previous reports, UBC bylaws, and minutes can be found on the Chicago State University website at <https://www.csu.edu/financialoperations/ubc/index.htm>.

Category	Area Represented	Member's Name
Faculty	College of Arts & Sciences	Birgen, Judith
	College of Business	Upshaw, Scott
	College of Education	Benchik-Osborne, Jacqueline
	College of Pharmacy & Health Sciences	Puglisi-Weening, Melany
	Library & Instructional Services	Kwembe, Azungwe
	Faculty Senate	Jiang, Liefu
Civil Service		Riley, Valerie (Co-Chair)
		Garner-Stewart, Bobbie (Secretary)
		Sims, Pamela
Administrative Staff	Administrative Services	Holmes, Michael
	Enrollment Management	Avilez, Shawnice
	Student Affairs	Newell, Kevin
	Chairpersons' Association	Stevenson, Roxanne
Students		Weathers, Tereshia
		Wes, Tajuane
Advisors	Financial Operations / CFO/VP	Latimer-Williams, Nicole (Co-Chair)
	Budget & Planning / Executive Director	Patawaran, Arrileen

1.1 Subcommittees

Chicago State University (CSU) administration is divided into five divisions, which correlate to each subcommittee. The subcommittees evaluate presentations by the senior administrator of each division and make priority recommendations to the full committee. All members of the UBC are invited and encouraged to attend subcommittee hearings and participate in subcommittee discussions. Table II includes subcommittees, the senior administrator of the associated division, departments represented, the time of the hearing, and members of each subcommittee.

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Table II. UBC Subcommittees

Subcommittee	Members
<u>Enrollment Management</u> Dr. Oscar Rodriguez Hearing: Tuesday, February 14, 2023 12:30 p.m. – 2:00 p.m. Zoom	Valerie Riley (Chair) Azungwe Kwembe Kevin Newell
<u>Administrative Services</u> Mr. Michael Holmes Facilities, Property Site Mgmt, Parking/Fleet and Environmental Safety Hearing: Thursday, February 16, 2023 12:30 p.m. – 2:00 p.m. Zoom	Valerie Riley (Chair) Shawnice Avilez Pamela Sims
<u>President Office</u> President Zaldwaynaka Scott President’s Office, Legal Affairs, Compliance, Athletics, Internal Audit, Police, Board Relations & Intergovernmental Affairs, External Affairs, and Human Resources Hearing: Tuesday, February 21, 2023 12:30 p.m. – 2:00 p.m. Zoom	Judy Birgen (Chair) Jacquelyn Benchik-Osborne Bobbie Garner-Stewart Tajuane Wes
<u>Academic and Student Affairs</u> Dr. Leslie Roundtree Hearing: Thursday, March 2, 2023 12:30 p.m. – 2:00 p.m. Zoom	Jacquelyn Benchik-Osborne (Chair) Kevin Newell Pamela Sims Tereshia Weathers Tajuane Wes
<u>Financial Operations</u> Dennis Stark Hearing: Thursday, March 7, 2023 12:30 p.m. – 2:00 p.m. Zoom	Azungwe Kwembe (Chair) Judy Birgen Michael Holmes

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2. METRICS

2.1 Strategic Goals

- Strategic Goal 1: Academic Excellence, Innovation, and Student Transformation
- Strategic Goal 2: Student Enrollment, Retention, and Graduation
- Strategic Goal 3: University Culture, Climate, and Accountability
- Strategic Goal 4: Strengthened Infrastructure
- Strategic Goal 5: Cost Efficiencies and Diverse Revenue Streams
- Strategic Goal 6: Community Service, Urban Leadership, and Economic Engagement

2.2 Guidelines

State Universities that dynamically adapt to the reality of fewer state allocations and population trends by developing new models of educating students and administrating resources will prosper in the next few years. 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 tendencies of student enrollment.

The University's Strategic Plan concerning the goal of Cost Efficiencies and Diverse Revenue Streams states the following objectives:

- a. Create and implement a comprehensive financial plan that supports the mission of the University and improves cost efficiencies
- b. Encourage a culture of giving and fundraising among all CSU stakeholders
- c. Develop fiscal management skills and knowledge among the University community
- d. Establish partnerships with local schools, educational entities, and local park districts to offer dual education and other programs

And concerning the goal of Strengthened Infrastructure:

- a. Enhance and maintain a physical and virtual campus that supports teaching, learning, scholarship, and creative activities
- b. Implement a systematic plan to evaluate and improve the campus facilities and space
- c. Implement a systematic plan to evaluate and improve the distance learning and information technology capabilities of the University
- d. Evaluate and maintain the safety of the campus community
- e. Assess and maintain healthy and environmentally sustainable buildings

Within these parameters, our University should consider models that allow it to remain competitive with similar State Universities.

3. Introduction to the Budget Recommendations

The University Budget Committee (UBC) submits this document containing its budget recommendations for Fiscal Years 2024 and 2025. A slight increase in revenues will be expected for FY2024 from the 5% tuition increase across all levels, and the Governor's proposed budget increase of 6% based on FY2023 state appropriations, a very modest increase in enrollment due to the general enrollment trends observed locally and nationally. The modest increase in revenue will reduce the projected budget gaps experienced in recent years as well address some programmatic priorities through internal reallocations.

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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 Sections 2.1 and 2.2.

CSU has existed for 156 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 Southside 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's degree programs and 24 Master's 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, 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.

- 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.
- CSU is one of the leading producers of African Americans with Bachelor's Degrees in physics in the nation.
- For the last three years, on average, CSU has produced around 2% of the nation's African American physics graduates.
- Chicago State University has consistently led the state of Illinois public universities in conferring 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.
- Chicago State University offers the Rise Academy Scholarship. Freshmen can enroll as Rise Scholars and be equipped with the financial resources and dedicated on-campus support systems they need to succeed during their first year of college.
- CSU remains the most affordable public university in Chicago, IL.
- More than 70% of its faculty are people of color.

The UBC relies on the senior leadership to provide prioritized requests and rationales that reflect the University's 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 senior division administrators. Based on the presentations and the information provided by the President and Vice Presidents, the UBC has prioritized the requests by the guidelines given in Sections 2.1 and 2.2.

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

- Attract and retain students and place them on paths of gainful employment, innovation, and leadership

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- Promote student satisfaction and academic achievement by immersion in various instructional modalities, learning environments, and exposure to academic, industry, and business
- Retain talented faculty and staff by offering competitive and productive work, promotion opportunities, and professional development.
- Maintain the institution’s physical and technological infrastructures which include a planned build-up of modern classrooms that is conducive to active learning
- Provide a secure environment where a reliable, efficient, and competent faculty and administration fulfills the institution’s core values and mission, advances toward its vision

The committee recommends that each area of the University is held accountable for the resources invested in it and that performance measures be implemented to assess accountability, effectiveness, and reward productivity. The dollar amounts recommended by the UBC could have been modified from those requested by the senior administrators.

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. For the operating budget, in a few cases, 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. The President's and Vice Presidents’ requests are driven by the Planning, Management, and Effectiveness (PME) process. In submitting these recommendations, the UBC considered the need of sustaining a robust and viable institution of higher education and how these needs have been addressed over the past several years. The strategic goals listed in the table for the Operating Budget correspond to the current 2020-2025 Strategic Plan.

TABLE IIIa – Fiscal Year 2024 Operating Budget Recommendation

Priority	Division	Request	Strategic Goal	Amount Requested
1	University-Wide	Union obligations and cost of living allowance	1	1,900,000
2	University-Wide	General price increases at 5%	1,4	1,179,500
3	Financial Operations	Classroom Technology - Printer maintenance, apple & Dell computers, ZENDesk, classroom technology	1,2,3,4	1,353,750
4	Financial Operations	Applications - Call Accounting, Banner, Office 365, Bursar payment system	1,2,3,4	668,108
5	Financial Operations	Infrastructure - Misc parts, server upgrades, server licenses, Fortinet, UPS replacement	1,2,3,4	759,218
6	Financial Operations	Cybersecurity - vulnerability scanner, Risk & Compliance tool	1,2,3,4	9,000
7	Academic & Student Affairs	Student Success Initiatives	2	500,000
Total FY 2024 Operating Dollars				\$6,369,576

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TABLE IIIb – Fiscal Year 2025 Operating Budget Recommendation

Priority	Division	Request	Strategic Goal	Amount requested
1	University-Wide	Union obligations and cost of living allowance	1	1,966,500
2	University-Wide	General price increases at 5%	1,4	1,252,800
3	Financial Operations	Classroom Technology - Printer maintenance, apple & Dell computers, ZENDesk, classroom technology	1,2,3,4	1,353,750
4	Enrollment Management	Expanded contractual services to add undergraduate student search services, admitted survey services, targeted yield digital marketing, nominal services to the customer relationship management software, and expanded printing and mailing.	1,2,3	350,000
5	Financial Operations	Infrastructure - Misc parts, server upgrades, server licenses, Fortinet, UPS replacement	1,2,3,4	759,218
6	President	Advertising to Prospective Students	2,3	450,000
7	Financial Operations	Cybersecurity - vulnerability scanner, Risk & Compliance tool	1,2,3,4	9,000
Total FY 2025 Operating Dollars Requests				\$6,141,269

Capital dollars requests were reduced by \$45M from FY 2024 to FY 2025 for a total of \$23,070,000. VP Holmes submitted requests for FY 2025 and 2026 because the requests for FY 2024 remained unchanged. Furthermore, CSU has received some of these funds. Some of the current projects are:

- Repave parking lots
- Electrical upgrades
- Direct connection with the Fire Department
- Pipe (DH trench)
- Entry to the east door of the Williams Science building
- RUC upgrade (new windows, façade)
- Nursing Simulated lab
- 95th King Dr.
- Swimming pool

CSU is currently upgrading the elevators in all buildings to meet the City of Chicago code. The upgrades address ADA accessibility, which includes, cameras and Yes/No buttons.

The committee prioritized the Capital Budget Appropriation for the Regular Capital Projects but not the Capital Renewal Projects, Request for Capital Restore, and Deferred Maintenance. VP Holmes did not submit any capital renewal projects or deferred maintenance requests. The UBC recommends all the

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FY2025 capital budget requests as presented to the committee. Capital Budget Priorities Estimates for FY 2025 are listed in Table IV.

Table IV: Capital Budget Priorities

Priority	Request	Strategic Goal	Amount in millions
3	Campus-Wide ADA Building Accessibility	1,2,4	2.01
2	Jacoby Dickens Center (JDC) renovation	1,2,4	5.00
4	Media Teaching Facility for CMAT	1,2,4	5.80
1	Robinson University Center (RUC) renovation	1,2,4	10.26
Total Capital Costs			\$23.07

5. BUDGET RECOMMENDATIONS OBSERVATIONS

The UBC voted on each request and the lowest total represents the highest priority.

The University-Wide requests are our highest priorities. UPI went on a two-week strike. The UPI approved the agreement on a new four-year collective bargaining contract on April 27, 2023. The new amount is not reflected in the Union obligations amount in this report.

The UBC's other highest priorities were technology-related and advertising. This list includes:

- Classroom Technology
- Applications
- Infrastructure
- Cybersecurity
- Enrollment Management's request for student search services, expanded mailing/printing
- The President's request for advertising to prospective students

The UBC agrees that CSU is extremely out-of-date regarding the campus's technology and that it is a priority to upgrade these services. This concern is directly related to the image that the University must provide prospective students (enrollment) and current students (retention). Furthermore, most technology-related investments will generate essential savings in the long run.

The Senior Administration submitted requests to address staff shortages. Many submitted specific positions. I.e., VP Holmes requested funds for additional Engineers, to reduce overtime costs and eliminate penalties from SURS. Ms. Hart, CIO, requested funds for staff augmentation to provide coverage for scarce staff levels.

The UBC also addressed seemingly duplicate requests from the Senior Administration.

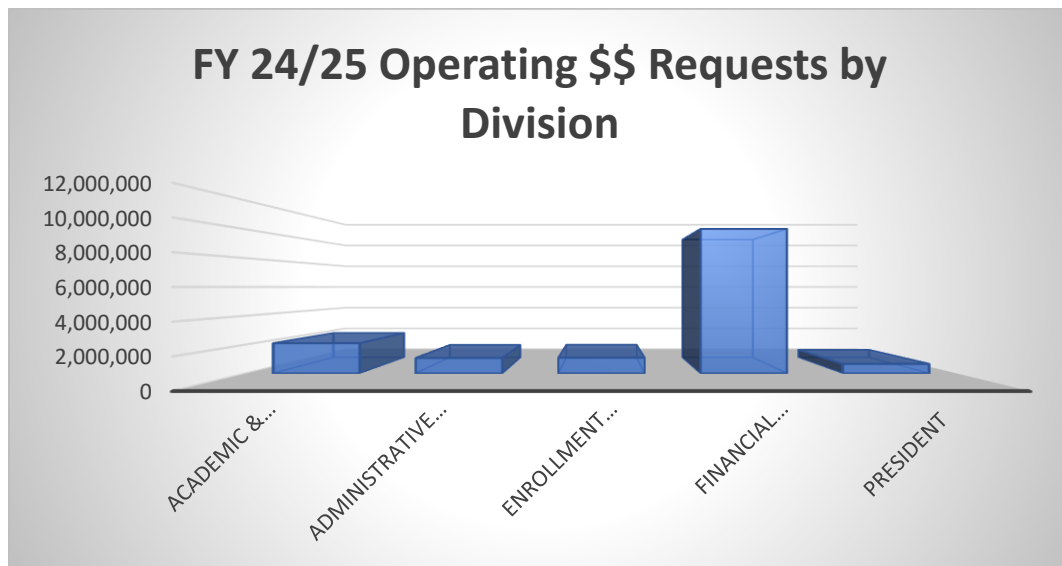
- Enrollment Management and the President requested funds for advertising. The UBC decided Enrollment Management's request was targeted to a more specific audience
- Financial Operations and Academic & Student Affairs request funds for classroom technology. While Financial Operations' request referred to equipment, Academic & Student Affairs' request was for software
- Enrollment Management and Academic & Student Affairs requested funds for new software for Admissions. Undergraduate and Graduate admissions have different requirements. The software

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currently used for Graduate admissions doesn't address some of the requirements for Undergraduate admissions.

Although the UBC recommended the top seven priorities, the chart and the table below display a representation of the total Operating Dollars requested per division for FY2024 and 2025 combined.



Division	Amount Requested	Percentage of the Request
Academic & Student Affairs	\$2,100,000	14%
Administrative Services	\$1,080,000	7%
Enrollment Management	\$1,100,000	7%
Financial Operations	\$10,020,153	67%
President	\$668,000	4%

Although some of the Senior Administration presented requests for FY 2026 and 2027, those were not addressed in this report.