

CHICAGO STATE UNIVERSITY BUDGET COMMITTEE

FISCAL YEARS 2025 AND 2026 BUDGET RECOMMENDATIONS

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1. UNIVERSITY BUDGET COMMITTEE MEMBERS

The University Budget Committee (UBC) membership consists of 15 voting members and two advisory members (non-voting). 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, Jacquelyn
	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 / Director	Aranda, Marciela

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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.

Table II. UBC Subcommittees

Subcommittee	Members
<u>President Office</u>	Jacquelyn Benchik-Osborne (Chair)
President Zaldwaynaka Scott	Shawnice Avilez
President's Office, Legal Affairs, Compliance, Athletics, Internal Audit, Police, Board Relations & Intergovernmental Affairs, and External Affairs	Kevin Newell Melany Puglisi-Weening Valerie Riley
Hearing: Tuesday, February 27, 2024 12:30 p.m. – 2:00 p.m. Zoom	
<u>Academics and Student Affairs</u>	Charlene Snelling (Chair)
Dr. Leslie Roundtree	Judith Birgen
Academics & Student Affairs, College of Arts & Sciences, College of Business, College of Education, College of Health Sciences & Pharmacy, Continuing Education, Contract Administration, Graduate Studies, Honors College, Institutional Effectiveness & Research, Library & Instructional Services, Records & Registration, Sponsored Programs, Student Affairs, and Student Success	Pamela Sims Bobbie Stewart Scott Upshaw Tajuane Wes
Hearing: Thursday, February 15, 2024 12:30 p.m. – 2:00 p.m. Zoom	
<u>Financial Operations</u>	Shawnice Avilez (Chair)
Mrs. Nicole Latimer-Williams	Jacquelyn Benchik Osborne
Budget & Planning, Financial Operations, Purchasing, Student Financial Services, Human Resources, and Information Technology	Michael Holmes Charlene Snelling Tajuane Wes
Hearing: Thursday, February 29, 2024 12:30 p.m. – 2:00 p.m. Zoom	

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Enrollment Management

Mr. Oscar Rodriguez

Enrollment, Financial Aid, Veterans Resource Ctr

Hearing: Tuesday, February 6, 2024

12:30 p.m. – 2:00 p.m. Zoom

Judith Birgen (Chair)

Michael Holmes

Liefu Jiang

Melany Puglisi-Weening

Scott Upshaw

Tereshia Weathers

Administrative Services

Mr. Michael Holmes

Physical Facilities – Planning & Management,
Property Site Management, Parking/Fleet and
Environmental Safety

Hearing: Thursday, February 16, 2023

12:30 p.m. – 2:00 p.m. Zoom

Valerie Riley (Chair)

Kevin Newell

Pamela Sims

Bobbie Stewart

Tereshia Weathers

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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, 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 efficiency.
- 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 BUDGET RECOMMENDATIONS

The University Budget Committee (UBC) submits this document containing its budget recommendations for Fiscal Years 2025 and 2026. A slight increase in revenue will be expected for FY2025 related to the Governor's proposed 2% budget increase and flat tuition revenue projections. The modest increase is due to increased enrollment projections for undergraduates being offset by declining enrollments in graduate and pharmacy. For 2026 investments in recruitment and marketing are expected to begin showing a return on investment with a 5% projected tuition increase.

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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 over 150 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 over 70 degree and certificate programs, including 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.
- 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.
- CSU has a 11:1 student-to-faculty ratio.
- More than 70% of its faculty are people of color.
- CSU saw a 5% increase in first-time freshman and first-time transfer students in the Fall of 2024.

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, and advances toward its vision.

The committee recommends that each area of the University be 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 Budget, Planning, Assessment, and Reporting (BPAR) process. In submitting these recommendations, the UBC considered the need to sustain 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. For FY 2025, the UBC recommends its top 13 priorities.

PRIORITY	DIVISION	STRATEGIC GOAL	DESCRIPTION	AMOUNT
1	University-Wide	1	Union Obligations & Cost of Living Allowance	1,156,900
2	University-Wide	1,4	General Price Increases at 5%	1,000,000
3	President	4	Body-Worn Cameras for the Police Department	126,000
4	President	4	CSU Police Department Safety Gear	25,000
5	Academics & Student Affairs		Technology upgrades for classrooms	500,000
6	Financial Operations	3,4,5	The Laptop Loaner Program provides a convenient solution for individuals who require access to a laptop for academic purposes [on a semester-by-semester basis] and laptops for faculty and staff	125,000
7	Academics & Student Affairs	1,2	Salary for critical positions: Chairperson Business; LIS Faculty, Social Work Faculty, two Career development specialists	400,000

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8	Enrollment Management	2,3,5	Admissions: Improve campus visit experience. Undergraduate Lead Generation. Student packages, giveaways, and events	225,000
9	Administrative Services	3,4,5	Hire one (1) full-time Physical Plant Engineer	110,000
10	President	2,3	Campus signage updates	100,000
11	Enrollment Management	2,3,5	Veterans Resource Center: Provide an operation budget for the VRC to add programming, outreach, and services targeting prospective and enrolled student veterans. Bring VSO officer to CSU	25,000
12	President	4,5	Extra help for security (non-police) personnel	64,000
13	Financial Operations	2,3,4,5	Expand contract with TouchNet to include campus services and ID management [impact dorm locks, cafeteria and building access, parking, and bookstore]	225,000

The rest of the requests were prioritized as follows:

PRIORITY	DIVISION	STRATEGIC GOAL	DESCRIPTION	AMOUNT
14	President	2	Graduate Enrollment Marketing	416,000
15	President	4	CSU Police Department Captain	150,000
16	Financial Operations	3	Staff Augmentation [Procurement] roll-out of Business Managers to facilitate communication and understanding of various changes to policies and procedures impacting UIC units and departments leveraging training in Procurement and other business matters to comply with CSU policies, procedures, and other matters	125,000
17	Financial Operations	4,5	Xerox copier lease - Environmental, Social, and Governance [ESG] initiatives contribute to broader business sustainability efforts that aim to position companies for long-term success based on responsible corporate management and business strategies	275,000
18	Academics & Student Affairs	1,2,4	Academic software to facilitate services. Ad Astra, Navigate, and Analog/Curriclog,	325,000

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19	Administrative Services	3,4,5	Hire one (1) full-time Carpenter	100,000
20	Enrollment Management	2,3,4	Financial Aid: redecorate the Financial Aid area to provide for privacy and development and deployment of collateral to support current and prospective student enrollment.	18,000
21	Administrative Services	3,4,5	Hire one (1) full-time Plumber	110,000
22	President	3,4	Officer academy training and industry membership subscriptions	12,000
23	President	1,4	Internal Audit augmentation & software renewal	53,000
24	President	2	PR Firm for the brand of institution, academic department, and athletics	150,000
TOTAL FY 2025 OPERATING DOLLARS REQUESTS				5,815,900

TABLE IIIB – Fiscal Year 2026 Operating Budget Recommendation

Priority	Division	Strategic Goal	Description	Amount
1	University-Wide	1	Union Obligations & Cost of Living Allowance	1,352,700
2	University-Wide	1,4	General Price Increases at 5%	1,000,000
3	Academics & Student Affairs	1,2,3	Computer upgrades for faculty and computer labs	500,000
4	President	4,5	Extra help for security (non-police) personnel	64,000
5	Academics & Student Affairs	1,2	Faculty Research and Development - additional funds are needed to support the dissemination of research and initiative	300,000
6	President	1,4	Internal Audit augmentation & software renewal	53,000
7	President	3,4	Officer academy training and industry membership subscriptions	12,000
TOTAL FY 2026 OPERATING DOLLARS REQUESTS				3,281,700

VP Holmes explained that CSU previously requested capital funds for construction. This year’s requests are for maintenance of the infrastructure. CSU has completed the following projects:

- Repave all parking lots
- Install new lighting in all parking areas, roadways, and around the campus
- Pipe (DH trench)
- RUC upgrade (new windows, façade)

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- Repaved all roadways and upgraded the entrance at 95th King Dr.

Two major projects that are in process are:

- Swimming pool renewal/repair, estimated completion Fall 2025
- Nursing Simulation Lab, ongoing
- CDB/CSU Elevator Renovation, ongoing

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 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
1	Campus-Wide ADA Building Accessibility	1,2,4	2.01
2	Jacoby Dickens Center (JDC) renovation	1,2,4	5.00
3	Robinson University Center (RUC) renovation	1,2,4	10.62
4	Renovations of Media Teaching Facilities for CMAT	1,2,4	5.80
Total Capital Costs			\$23.43

5. BUDGET RECOMMENDATIONS OBSERVATIONS

The UBC voted on each request and the lowest total represents the highest priority. The University-Wide requests remain our highest priorities. To comply with IL HB 3653, the UBC voted that its third priority for FY 2025 is the body cameras for the Police Department.

The UBC's other highest priorities were security-related (Police), technology-related, and staff. This list includes:

- Safety – Police
- Classroom Technology
- Computer Equipment
- Chairperson – College of Business, faculty, Career Development
- Full-Time Engineer
- Improve the Admissions process
- Improve the Veterans Resource Center; bring a Veterans Service Officer (VSO) to CSU, the closest VSO is on the North Side of Chicago.

The UBC agrees that CSU must prioritize the maintenance of the campus's technology. 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 union obligations and COLA amount for FY 2025 is reduced by 41% due to high turnover and vacancies in FY 2024. A low probability exists for the filling of these positions by June 30, 2024, some of

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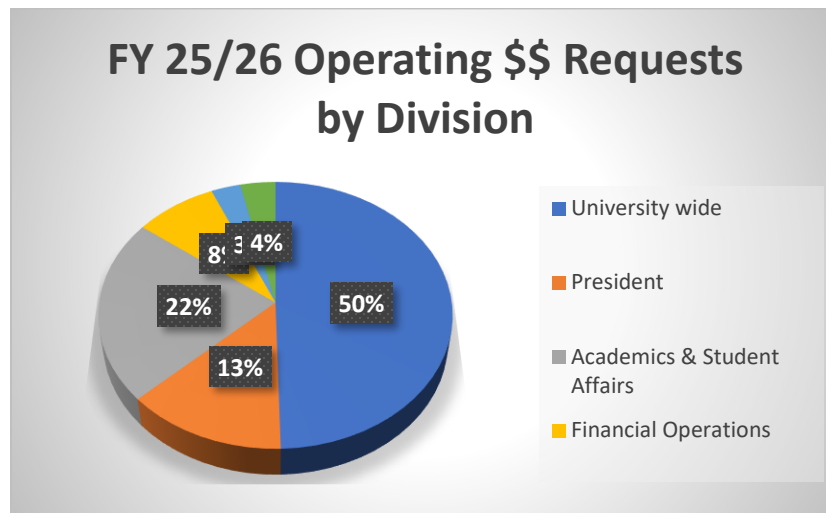
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which will not qualify for COLA. The general price increase amount is reduced by 20% because we were using 12% during the COVID era, but the rates have been coming down for the past two years (3 to 6%) and required adjustment.

The Senior Administration submitted requests to address staff shortages. Many submitted specific positions.

- VP Holmes requested funds for an additional Engineer, to reduce overtime costs and eliminate penalties from SURS. VP Holmes stated that CSU could use the savings of overtime costs to hire other trades, Carpenters, Plumbers, etc. ‘
- VP Latimer-Williams requested funds for staff augmentation to provide training in Procurement and other business matters.
- The President requested funds for additional staff for the Police Department to work as security at special events. The President also requested funds for staff augmentation for the Internal Audit department.

The chart and table below display a representation of the Operating Dollars requested per division for FY2025 and 2026 combined.



Division	Amount Requested	Percentage of the Request
University-Wide requests	\$4,509,600	50%
President	\$1,225,000	13%
Academics & Student Affairs	\$2,025,000	22%
Financial Operations	\$750,000	8%
Enrollment Management	\$268,000	3%
Administrative Services	\$320,000	4%
Total	\$9,097,600	100%