

University Budget Committee

April 16, 2021

CSUDH

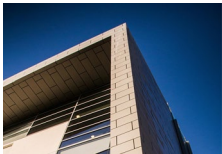
DIRECTORY

CSUDH

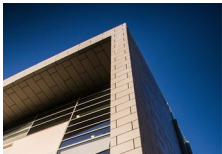
CALIFORNIA STATE UNIVERSITY
DOMINGUEZ HILLS

Agenda

- I. Welcome and UBC Charge
- II. Budget Process
- III. 2021-22 Funding Requests



WELCOME & UBC CHARGE

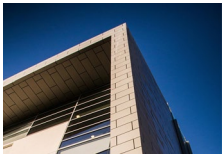


UBC Charge

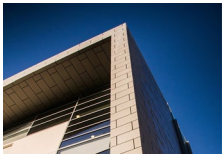
Mission. The University Budget Committee (UBC) shall receive, review, and make recommendations to the President concerning budgets, enrollments, and strategic and divisional plans at California State University, Dominguez Hills.

Perspective and Scope of Responsibility. In undertaking its work, the UBC shall apply university-wide rather than divisional perspectives in analyzing, considering, and recommending resource allocations.

- A. The UBC will review university budget reports
- B. The UBC may consider whether resource allocation to existing areas should or should not be continued, as necessary.
- C. The UBC recommendations regarding new baseline and one-time funding allocations and reallocation of existing resources shall consider: (1) budget information and projections provided by the Vice President for Administration and Finance/Chief Financial Officer; (2) university enrollment reports and forecasts; (3) divisional needs and priorities as articulated by division heads; (4) the university strategic plan; (5) academic plans as articulated by the Provost and Vice President of Academic Affairs; and (6) the university's student success initiatives.

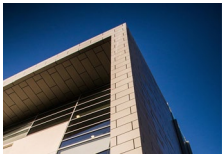


BUDGET PROCESS



2020-21 Budget Year

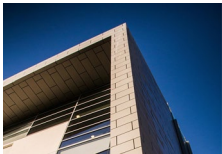
- In the 2020-21 year the CSUDH budget was reduced by \$9.9M
- The divisions made reductions in their respective areas and were able to successfully balance their individual budgets by reducing certain line items, mostly associated with Operating Expense
- The reality of these reductions is that many of the eliminated line items were not necessary in a virtual environment, but will be integral to operations upon repopulation



Third Quarter Report

- Revenues over budget will be approximately \$7M- this excess revenue will be collected within Centrally Monitored.

Revenue	Original Budget	Revised Budget	Actuals (July-Mar)	Projected Actuals (Apr-June)	Encumbrances	Projected YE Actuals	Projected YE Balance
State Allocation	\$ (103,393,000)	\$ (103,393,255)	\$ (77,547,393)	\$ (25,845,862)	\$ -	\$ (103,393,255)	\$ -
Student Fees	\$ (86,994,000)	\$ (86,994,000)	\$ (94,294,106)	\$ -	\$ -	\$ (94,294,106)	\$ 7,300,106
Cost Recovery	\$ (2,790,417)	\$ (2,790,417)	\$ (437,477)	\$ (2,352,940)	\$ -	\$ (2,790,417)	\$ (0)
Total	\$ (193,177,417)	\$ (193,177,672)	\$ (172,278,976)	\$ (28,198,802)	\$ -	\$(200,477,778)	\$ 7,300,106



Third Quarter Report

- Projected YE Balance is \$10.8M, essentially splitting the difference between Base Budget and the Revised Budget

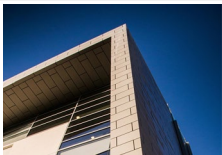
Division	Original Budget	Revised Budget	Actuals (July-Mar)	Projected Actuals (Apr-June)	Encumbrances	Projected YE Actuals	Projected YE Balance
ACADEMIC AFFAIRS	\$ 63,134,546	\$ 65,316,374	\$ 47,488,530	\$ 14,590,932	\$ 303,924	\$ 62,383,387	\$ 2,932,988
ADMIN AND FINANCE	\$ 15,166,381	\$ 16,919,581	\$ 11,501,114	\$ 3,362,967	\$ 1,169,561	\$ 16,033,642	\$ 885,939
ADVANCEMENT	\$ 2,953,660	\$ 4,300,070	\$ 1,680,013	\$ 622,732	\$ 209,048	\$ 2,511,793	\$ 1,788,277
INFO TECHNOLOGY	\$ 9,172,737	\$ 11,125,903	\$ 11,532,174	\$ 3,268,094	\$ 1,879,513	\$ 16,679,781	\$ (5,553,878)
PRESIDENTS	\$ 3,155,873	\$ 3,818,640	\$ 2,056,472	\$ 705,135	\$ 191,685	\$ 2,953,292	\$ 865,348
STUDENT AFFAIRS	\$ 11,307,225	\$ 11,262,074	\$ 7,613,542	\$ 2,203,444	\$ 216,224	\$ 10,033,210	\$ 1,228,864
CENTRALLY MONITORED	\$ 88,286,996	\$ 100,671,098	\$ 74,224,495	\$ 17,055,536	\$ 721,203	\$ 92,001,234	\$ 8,669,864
<i>Benefits</i>	\$ 46,623,121	\$ 44,407,524	\$ 37,037,296	\$ 12,567,607	\$ -	\$ 49,604,903	\$ (5,197,379)
<i>Utilities</i>	\$ 3,278,078	\$ 3,344,527	\$ 1,619,336	\$ 539,779	\$ 163,911	\$ 2,323,025	\$ 1,021,502
<i>Financial Aid</i>	\$ 32,299,701	\$ 32,814,797	\$ 28,677,737	\$ 3,017,547	\$ -	\$ 31,695,284	\$ 1,119,513
<i>Other CM</i>	\$ 6,086,096	\$ 20,104,249	\$ 6,890,126	\$ 930,604	\$ 557,292	\$ 8,378,022	\$ 11,726,227
TOTAL	\$ 193,177,417	\$ 213,413,740	\$ 156,096,341	\$ 41,808,840	\$ 4,691,158	\$ 202,596,339	\$ 10,817,400



Third Quarter Report

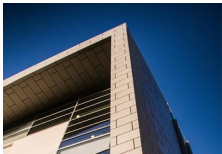
- As we look at the year-end balances, we can begin to project the available balance for the 21-22 year. If we build intention and goals into the balance, it becomes a Reserve.

Current Projected CM YE (w/no transfers)*	\$ 8,669,864
Plus Over Revenue	\$ 7,300,106
<i>Total Projected "Reserve"</i>	<i>\$ 15,969,969</i>
Hold: CM Designated Funds	\$ 2,418,160
Transfer to I&I	\$ 1,500,000
Transfer to Library Moves	\$ 1,500,000
Hold: Future Reserve	\$ 4,500,000
<i>Total Projected Allocations</i>	<i>\$ 9,918,160</i>
Unallocated 21-22 Reserve	\$ 6,051,809
*Includes all CARES funds that have been collected centrally	



2021-22 Budget Year

- Gov. Newsom and the CA State Legislature have made a commitment to restoring funding to the CSU, which will likely be distributed to CSUDH in the amount it was reduced
- Additionally, the CSU anticipates additional funding to support specific programs such as Graduation Initiative 2025, and Basic Needs- the allocation amount for these funds is not currently known
- While CSUDH is expecting a full restoration of the prior year's cut, the allocation will be distributed based on strategic budgeting principles

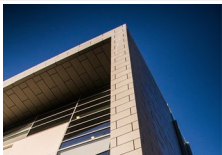
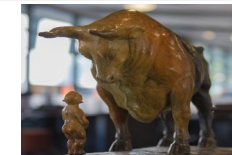


FY21-22 Preliminary Budget Allocations

2020-21 Starting Allocation	103,393,000
Less Retirement Adjustment	(1,141,000)
Plus Comp Adjustment	58,000
<i>2020-21 Adjusted Allocation</i>	<i>\$ 102,310,000</i>
<i>2020-21 Adjust Allocation</i>	<i>102,310,000</i>
2021-22 Health Premiums*	669,000
2021-22 New Space Funding*	2,205,000
2021-22 Compensation*	58,000
2021-22 Unallocated ¹	8,785,000
2021-22 Preliminary Allocation	\$ 114,027,000

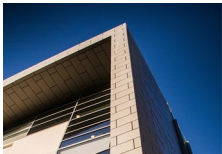
*Budget lines are allocated for specific purposes and will be automatically distributed to those areas

¹The 20-21 GF Reduction was \$7,520,852. The 20-21 GF reduction was based on an assumption that the campus would have an extra \$1,264,000 in tuition and fee revenue to mitigate a larger reduction. These figures together make up the \$8,785,000 that is being restored.



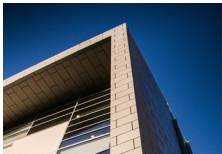
Historical Budgeting

- Historically, each division VP presented their budget case to UBC.
- The VPs have been asked by the President to look at the list collectively in aggregate to support the broader campus planning goals.
- The request presented represents a shift away from making budget plans in silos, and toward a collaborative approach between the Divisions



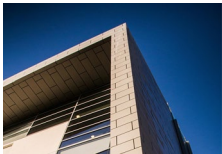
Strategic Budgeting is the process of aligning resources with the university strategic plan and priorities.

This essentially means that priorities are identified first, and then appropriate funding is assigned as it becomes available.



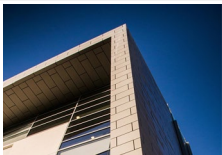
Since CSUDH is currently between strategic plans, President Parham has recommended the following approach in allocating funding:

- 1) Restore budget to unfunded activities, namely, those that are continuing despite eliminated funding. This is not an automatic restoration, but an edited list of needs.
- 2) Prioritized cross-divisional requests which have been evaluated and prioritized by Cabinet but are unfunded.
- 3) Transformational requests beyond restoration of the budget. These requests should be tied to one of the following priorities:
 - Close achievement, opportunity, and equity gaps
 - Build Academic instructional/research capacity
 - Support digital infrastructure and services
 - Grow revenue on campus
 - Provide a safe and healthy campus environment

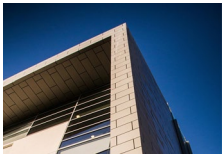


2021-22 Funding Requests

- Dominguez Hills continues to be a resource-constrained campus, and the budget allocation will be insufficient to fund everything on the list.
- However, there is value in creating a list of priorities beyond the UBC Budget Review process:
 - We have a better understanding of what the TOTAL needs of the campus are
 - We can maximize all-funds budgeting, and fund items on the list that may not have been able to be funded otherwise
 - If additional funding becomes available throughout the year, we have already determined the top campus priority

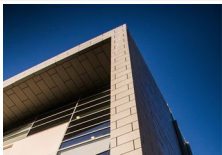


2021-22 FUNDING REQUEST



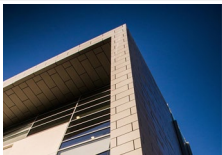
21-22 Funding Requests

- There were 300 individual funding requests submitted across all divisions, amounting to \$42 million
- \$35 million of the requests are for base funded items, whereas the other \$7 million are for 1x items
- \$22 million of the requests are for personnel, versus \$20 million for operating expense
- Due to the extensive list, these requests have been condensed into tiers for review, consistent with the President's direction
- The request presented represents a shift away from making requests in silos, and toward a collaborative approach between the Divisions



The Approval Process

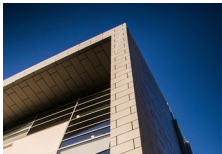
- Once UBC has had an opportunity to review the funding requests, they will forward their recommendation for the President.
- Budget and HR will work with each area to continue evaluating the requested items, and ensure they have requested the correct amount.
- Once the Final Budget Memo is released, funding will be allocated starting with the highest priorities.



21-22 Funding Requests

Tier 1: Restoration of Budget to Unfunded Activities

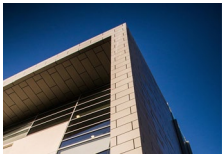
- There are 59 budget lines that were identified as unfunded
- Base: \$9,496,901
 - - \$991,000 would be allocated for annual debt service the campus took out for I&I. The payments will take place for 17 years.
 - - \$4,000,000 is needed to make the benefits pool whole. This is partially restoring 20/21 reductions, and partially reflective of the changing cost of benefits.
- One-time: \$542,807



21-22 Funding Requests

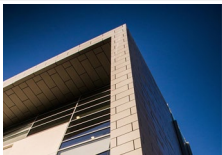
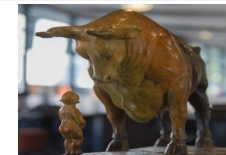
Tier 2: Unfunded Cross-Divisional Approved Priorities

- There are 23 budget lines that were identified as Approved and Unfunded
- Base: \$3,622,741
- One-time: \$5,515,000



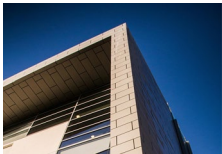
Tier II

AA	8 New T/TT Faculty Positions	2. Build Academic instructional/research capacity	\$1,120,420	
SA	AVP of Student Life/Dean of Students Admin Assistants (AA/S I)	1. Close Achievement, opportunity, and equity gaps	\$71,020	
SA	Disability Manager Advisor	1. Close Achievement, opportunity, and equity gaps	\$85,001	
Pres	Office of Equity and Inclusion: ASC II Position	1. Close Achievement, opportunity, and equity gaps	\$120,000	
Pres	Office of Equity and Inclusion: Administrator II Position	1. Close Achievement, opportunity, and equity gaps	\$120,000	
SA	Manager of Student Support (MPP I) Partial Funding	2. Build Academic instructional/research capacity	\$12,808	
IT	Classroom Hybrid Readiness (Annual)	2. Build Academic instructional/research capacity	\$100,000	
IT	Classrooms Hybrid (One-Time)	2. Build Academic instructional/research capacity		\$2,000,000
IT	Indoor Wireless Expansion	2. Build Academic instructional/research capacity		\$235,000
IT	Instructional Technologist/Designer (1 of 3)	3. Support digital infrastructure services	\$135,900	
IT	Director, Esports	3. Support digital infrastructure services	\$116,250	
IT	Cloud Contact Center (Phase I)	3. Support digital infrastructure services		\$50,000
IT	Cloud Contact Center (Phase II)	3. Support digital infrastructure services	\$109,000	
IT	Campus Media Solution (Lecture Capture)	3. Support digital infrastructure services	\$125,000	
IT	Parking Lot Wireless and Camera setup	3. Support digital infrastructure services		\$3,200,000
IT	BA Consultant (To support EAB Assessment for DH capacity and readiness for project management (with EA, prep for transformation hub/impact studio)	3. Support digital infrastructure services		\$30,000
IT	Toro Impact Studio/Assessment Analyst	3. Support digital infrastructure services	\$186,000	
IT	Toro Impact Studio/Assessment for capacity and readiness (Project Manager)	3. Support digital infrastructure services	\$40,000	
IT	Toro Impact Studio/AVP, Process and Project Management	3. Support digital infrastructure services	\$226,500	
IT	Toro Impact Studio/Business Analyst	3. Support digital infrastructure services	\$113,250	
IT	Toro Impact Studio/Change control (assess, engage)	3. Support digital infrastructure services	\$280,000	
IT	Toro Impact Studio/Process Reengineering Analysts (UDI)	3. Support digital infrastructure services	\$300,000	
IT	Toro Impact Studio/Project Coordinator	3. Support digital infrastructure services	\$101,592	
IT	Toro Impact Studio/Technical Project Manager (Including Document Training)	3. Support digital infrastructure services	\$260,000	
Total Tier II			\$3,622,741	\$5,515,000



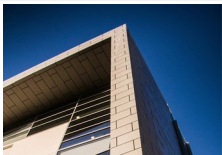
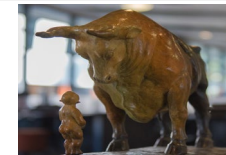
Tier 3: Transformational Requests

- There are 19 budget lines that were identified as the highest priority requests to begin transforming the campus.
- Base: \$2,579,240
- One-time: \$300,000



Tier III

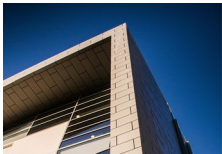
SA	Associate Director of Residential Life (Split with Housing 50% - salary & benefits)	1. Close Achievement, opportunity, and equity gaps	\$59,707	
SA	Associate Director, Housing, Facilities, (25% split with housing - salary & benefits)	1. Close Achievement, opportunity, and equity gaps	\$32,645	
SA	Basic Needs & Care Team Caseworker (SSP IV)	1. Close Achievement, opportunity, and equity gaps	\$96,960	
AF	Professional Development and Training Manager (HR)	1. Close Achievement, opportunity, and equity gaps	\$173,650	
SA	Associate Athletics Director (MPP II)	3. Support digital infrastructure services	\$135,882	
IT	MPPI- Internal Audit	3. Support digital infrastructure services	\$170,000	
SA	IT Coordinator, Info Tech Consult (50% split with Housing -salary & benefits)	3. Support digital infrastructure services	\$69,549	
SA	Senior Coordinator Scholarships (SSP IV)	4. Grow revenue on campus	\$96,960	
UA	Senior Director of Planned Giving - Including 51% Benefits	4. Grow revenue on campus	\$175,991	
UA	Student Affairs - Director of Development - Including 51% Benefits	4. Grow revenue on campus	\$138,000	
UA	Senior Manager of Proposal Writing and Advancement Content - Including 51% Benefits	4. Grow revenue on campus	\$105,700	
AF	Admin Analyst - Division Fiscal Support	4. Grow revenue on campus	\$105,700	
AF	Additional overtime to 34000, 34100, 34200, 34300, 34400, and 34500	5. Provide a safe and healthy campus environment	\$130,500	
AF	New reduced 660003 and 660061 budgets to 34000, 34100, 34200, 34300, 34400, and 34500	5. Provide a safe and healthy campus environment	\$535,000	
AF	4 Custodians I&I New Space	5. Provide a safe and healthy campus environment	\$224,000	
AF	4 Custodians Science Bldg New Space	5. Provide a safe and healthy campus environment	\$224,000	
AF	Operations Lieutenant	5. Provide a safe and healthy campus environment	\$186,419	
Pres	Communications and Marketing: biannual magazine printing		\$200,000	
SA	Data Analyst/Programmer (AA/S II)		\$81,540	
Pres	Communications and Marketing: advertising and marketing			\$300,000
Total Tier II			\$2,579,240	\$300,000



Upcoming Meetings

May 7th

- Update on Reserve Policy
- Finalize Recommendation to the President



Q&A

