

MEMORANDUM**DATE:** April 7, 2023**SUBJECT:** Final Recommendations of the University Budget Committee (UBC) for base & one-time Budget allocation for the Fiscal Year (FY) 2023-24**TO:** Thomas A. Parham, Ph. D.
President, CSUDH**FROM:** Rama Malladi, Ph. D.
Chair, University Budget Committee, CSUDH
Associate Professor of Finance, College of Business and Public Policy (CBAPP)**CC:** All current UBC Members and guests
Kate Fawver; Edward Cleek; Jessica Pandya; Ronald Norby; Sonal Singhal;
Wendolyn Vermeer; Adrienne Gutierrez; Obioha Victor Ogbonna; Edgar Mejia-Alezano; Samantha Alvarez Chavarria; Michael E. Spagna; Deborah Wallace;
William Franklin; Chris Manriquez; David Gamboa; Eva Sevcikova; Ken O'Donnell;
Tony Jake; Jacqueline Kuenz; Susan M. Sanders; Adrian Witt; Jane Gallegos; Nick Norimoto; Andrea Alvarez; Claudia M. Orozco; Margaret Clarke;

FY2023-24 New Funding Summary:

For the FY2023-24, the CSUDH University Budget Committee has approved a base budget increase of \$1,766,650 million (pending funding from the CSU) and a one-time allocation of \$16,009,878 million (pending the availability of funding). If you have any questions for the UBC, please let me know. The UBC awaits your decision to approve, reject, or modify these recommendations. Thank you for your continued support of UBC.

One of the key missions of the University Budget Committee (UBC), established by PM 2014-04,¹ is to make recommendations to the President concerning budgets, enrollments, and strategic and divisional plans at CSUDH.

The UBC has met (so far) on six occasions during the FY2022-23 year. During these meetings, the CFO and the staff from the CFO's office have provided information to the UBC members on the following items:

¹ PM 2014-04: [https://www.csudh.edu/Assets/csudh-sites/admin-finance/docs/admin-finance/university-budget-committee/pm%202014-04%20\(ubc\).pdf](https://www.csudh.edu/Assets/csudh-sites/admin-finance/docs/admin-finance/university-budget-committee/pm%202014-04%20(ubc).pdf)

- FY2022-23 year-end operating budget vs. actuals summary
- FY2022-23 quarterly operating budget vs. actuals summary²
- CARES funding summary
- Reserve designations
- Campus priorities based on the multi-year strategic plan
- the state Governor's FY2023-24 budget updates, and
- the preliminary FY2023-24 funding allocations from the Chancellor's Office

The office of the CFO has briefed the UBC on the revised FY22-23 operating budget of \$273,358,889 during these five meetings. Besides, the FY22-23 year-end total university actual spending report is being prepared by the office of the CFO. As reported in the last UBC meeting on 03/23/2023, the campus had drawn down \$52,996,599 from the available \$66,248,898 (or 80%) CARES allocation (Part I, II, and III combined). The remaining 20% is scheduled to be drawn down before the CARES reimbursement deadline of June 30, 2023.

In previous years, each division executive presented a summary of their divisional budget priorities and fiscal needs to the committee and discussed the division's mission, guiding principles, and strategies to resolve budget deficits. Based on the new Strategic plan unveiled in March 2022, the Cabinet held several budget retreats to review several key initiatives of the plan, specifically, *the Go Far Together*.³ This comprehensive plan calls for cross-divisional support to establish centers of excellence in each college to support student success.

At the April 06, 2023 UBC meeting, the multi-year plan to fund this effort was presented collectively and met with significant support from the UBC. The recommended allocations, as described below, were voted on holistically.

There are 18 voting UBC members (seven Ex Officio from the Cabinet, six faculty members - one from each college, three students, one from Library, and one non-MPP staff). Eleven members participated in the vote. All 11 UBC members present voted unanimously in favor of each Cabinet's recommendation to increase the base budget by \$1,766,650, pending funding from the CSU. There was a significant debate and discussion about the one-time budget requests, mainly centered around spending beyond means and needing to improve revenue sources and possibly create bridge funding from division carryforward balances. Ten out of 11 UBC members present voted to allocate \$16,009,878 one-time dollars to the budget, pending funding availability, and one member voted against it.

The UBC also recognized the following four previously approved items (from the FY2022-23 cycle) as unfunded due to changing needs and priorities: 1) University Advancement,

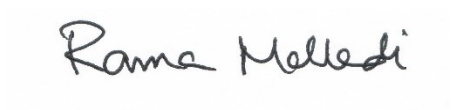
² CSUDH Budget (2022-23 Academic Year): <https://www.csudh.edu/budget-plan-admin/ubc/>

³ CSUDH Strategic plan: <https://www.csudh.edu/president/strategic-planning/>

Proposal Writer (base); 3) Campus Communications, Speechwriter (base); 3) Communications, Videographer (base); 4) Student Health Center ADA Work (one-time).

The UBC members appreciated the diligent work done by the office of the CFO and the Budget team to put forward a collective Cabinet recommendation in front of the UBC.

All funded items with details are attached in the Excel file. A summary is provided in the Appendix. After review, please indicate agreement with this recommendation, or provide notations to reject or modify any specific recommendations. With your signature, the Budget Office will make the approved allocations to the Divisions for 2023-24, pending the availability of funds.



Date: 04/07/2023

Rama Malladi, Ph. D.
Chair, CSUDH University Budget Committee

PRESIDENTIAL RESPONSE TO COMMITTEE RECOMMENDATIONS:

_____ Accept ALL Recommendations, OR;

_____ Accept Recommendations with below-noted exceptions

Reject Recommendations as follows:

1. _____
2. _____
3. _____

Modify the Recommendations as follows:

1. _____
2. _____
3. _____

Thomas A. Parham, Ph. D.
President, CSUDH

Date

Appendix A: \$1,766,650 million base funding approved (pending funding from the CSU)

As of April 6, 2023

University Priority	Recommendations	Financial Strategy	Baseline	Source of Funding
Achieve and maintain academic excellence	Cabinet Recommendation 1a: Fulfill Year 3 of the 5-Year Tenure Density Strategy to improve academic excellence	Financial Strategy 1a: Support the recruitment and hiring of 10 new TT faculty lines	\$ 1,200,000	2023-2024 - GI2025 Funding
Achieve operational excellence and infrastructure	Cabinet Recommendation 2d: Support DEI efforts across the campus to improve the overall campus climate	Financial Strategy 2d.2: Permanently resource the Office of the Vice President and Chief Diversity, Equity, and Inclusion Officer to cover existing staff salaries and operational costs	\$ 225,000	2023-2024 - GI2025 Funding
Achieve operational excellence and infrastructure	Cabinet Recommendation 2d: Support DEI efforts across the campus to improve the overall campus climate	Financial Strategy 2d.3: Increase Office of Equity and Inclusion's capacity to make CSUDH more responsive and proactive to campus climate issues (<i>funding to two FTE for conflict resolution and administrative support</i>)	\$ 68,650	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3b: Support a comprehensive professional and personal development program	Financial Strategy 3b: Support funding to establish a unit within Human Resources to enhance employee skills training and staff development (1 FTE Manager/Coordinator [position currently frozen], 1 FTE Administrative Support)	\$ 225,000	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3d: Additional support for employee recognition and appreciation	Financial Strategy 3d: Increase current budget to support and acknowledge employees' contribution in support of University priorities	\$ 16,000	2023-2024 - GI2025 Funding
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3e: Additional support needed in Marketing and Communications	Financial Strategy 3e: Support Marketing and Communications to ensure the reputation and visibility of the University; space for Studio - inefficiency for 1 videographer for set-up and	\$ 32,000	2023-2024 - GI2025 Funding
Total Estimated Budget Amount			\$ 1,766,650	

Appendix B: One-time allocation of \$16,009,878 million (pending the availability of funding) in FY2023-24

University Priority	Recommendations	Financial Strategy	One-Time	Source of Funding
Achieve and maintain academic excellence	Cabinet Recommendation 1b: initiate Instructional support strategy over 5 years that is inclusive of technical support, instructional design, assessment, and digital presence at college level. (retention and support)	Financial Strategy 1b: Support the recruitment, reposition, development and hiring digitally focused staff support lines. The positions will live in the colleges	\$ 220,000	
Achieve and maintain academic excellence	Cabinet Recommendation 1c: Initiate Smart Campus: Instructional Infrastructure Plan	Financial Strategy 1c: Support the initiation of a comprehensive plan for infrastructure that supports digital and on premise instruction and research for a model public urban metropolitan university.	\$ 500,000	
Achieve operational excellence and infrastructure	Cabinet Recommendation 2a: Maintain the digital infrastructure that was implemented during the pandemic	Financial Strategy 2a: Backfill expenditures accrued using CARES funding		
Achieve operational excellence and infrastructure	Cabinet Recommendation 2a: Maintain the digital infrastructure that was implemented during the pandemic	Financial Strategy 2a: Backfill expenditures accrued using CARES funding	\$ 2,000,000	
Achieve operational excellence and infrastructure	Cabinet Recommendation 2a: Maintain the digital infrastructure that was implemented during the pandemic	Financial Strategy 2a: Backfill expenditures accrued using CARES funding	\$ 1,100,000	
Achieve operational excellence and infrastructure	Cabinet Recommendation 2a: Maintain the digital infrastructure that was implemented during the pandemic	Financial Strategy 2a: Backfill expenditures accrued using CARES funding	\$ 6,500,000	
Achieve operational excellence and infrastructure	Cabinet Recommendation 2a: Maintain the digital infrastructure that was implemented during the pandemic	Financial Strategy 2a: Backfill expenditures accrued using CARES funding	\$ 2,000,000	
Achieve operational excellence and infrastructure	Cabinet Recommendation 2b: Initiate Smart Campus infrastructure Plan	Financial Strategy 2b: Support the initiation of a comprehensive plan for engaging infrastructure and technologies that enable frictionless, touch-less, and intuitive experiences driven by a digitally connected community. A major step to readiness for partnership. Align campus infrastructure and the ability to engage with external partners, i.e. lock systems, security	\$ 120,000	
Achieve operational excellence and infrastructure	Cabinet Recommendation 2c: Develop an infrastructure to support, enhance, and link assessment across campus in academic, co-curricular, and operational spaces to inform planning and budgeting.	Financial Strategy 2c: support the establishment of assessment subject matter experts within units to build and test models, move to scale, and institutionalize practices. Document and leverage key insights, track performance indicators, and create a structure of reporting that synthesizes what's needed to grow as a learning organization; institutional assessment study. e.g. the College of Education Assessment Center	\$ 120,000	
Achieve operational excellence and infrastructure	Cabinet Recommendation 2c: Develop an infrastructure to support, enhance, and link assessment across campus in academic, co-curricular, and operational spaces to inform planning and budgeting.	Financial Strategy 2d.3: Increase Office of Equity and Inclusion's capacity to make CSUDH more responsive and proactive to campus climate issues (<i>funding to two FTE for conflict resolution and administrative support</i>)	\$ 181,350	
Achieve operational excellence and infrastructure	Cabinet Recommendation 2c: Develop an infrastructure to support, enhance, and link assessment across campus in academic, co-curricular, and operational spaces to inform planning and budgeting.	Financial Strategy 2d.4: Develop foundational DEIJ programs and policies for the institution and strategic plan (<i>funding for two FTE for diversity practice and assessment, programmatic funds to operationalize strategic plan as the campus diversity strategic plan and diversity training</i>)	\$ 405,000	

University Priority	Recommendations	Financial Strategy	One-Time	Source of Funding
Achieve operational excellence and infrastructure	Cabinet Recommendation 2e: Critical compliance hires to ensure the financial needs of students are met	Financial Strategy 2e.1: Middle-Class Scholarship Coordinator: State Legislature drastically changed the regulations on eligibility, moving DH from serving roughly 2,000 to more than 7,800 students (a 380% increase). Will assist with all scholarships.	\$ 70,000	2023-2024 - GI2025 Funding
Achieve operational excellence and infrastructure	Cabinet Recommendation 2e: Critical compliance hires to ensure the financial needs of students are met	Financial Strategy 2e.2: Financial Aid Compliance Officer - All CSUs our size and larger have a dedicated position for this critical role. The lack of compliance could jeopardize future funding, and require CSUDH to return monies allocated to the campus.	\$ 75,000	2023-2024 - GI2025 Funding
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3a: Finish Year Two implementation of the Going Far Together initiative	Financial Strategy 3a: Support the funding of the proposed GFT financial plan	\$ 1,425,528	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3c: Enhance customer service/work control for Facilities Services	Financial Strategy 3c: Support front office administrative staffing (1 FTE) to ensure critical calls are responded to timely	\$ 75,000	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3e: Additional support needed in Marketing and Communications	Financial Strategy 3e: Support Marketing and Communications to ensure the reputation and visibility of the University; space for Studio - inefficiency for 1 videographer for set-up and teardown	\$ 88,000	2023-2024 - GI2025 Funding
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3f: Additional support needed in ensure student retention and success	Financial Strategy 3f: Hire (1 FTE) Director/Coordinator Toro Re-Engagement Center	\$ 210,000	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3g: NCAA and CCAA compliance for DII Universities - must fill the Associate Athletics Director position	Financial Strategy 3g: This was approved in 2021-22. Even a multi-year one-time funding plan would get us in compliance until permanent funding is available.	\$ 120,000	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3h: Teddy Toro Spirit Fund	Financial Strategy 3h: In spite of several years of one-time funding, the program has grown. The program was never baselined. It falls under Enrollment Management by default, not by design. IRA is a viable option.	\$ 140,000	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3i: Additional support needed In University Advancement to act as a fiduciary of donors and campus resource partner	Financial Strategy 3i: Hire in University Advancement a full-time manager role for Philanthropic Foundation Project Administration to act as a fiduciary of donor funds and to act as a resource for campus partners in helping to successfully administer millions of philanthropic dollars intended to support student and faculty success	\$ 140,000	2022-2023 - Division carryforward
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3j: Initiate year one implementation of the University eSports Academy Initiative	Financial Strategy 3j: Support the first year of three years of funding of the proposed eSports financial plan	\$ 200,000	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3k: Initiate year one implementation of the Workforce Integration Planning Initiative	Financial Strategy 3k: Support the funding of the proposed WIN financial plan - currently grant funded, but future base needed	\$ 200,000	
Build Inter-divisional structures to support student and employee success	Cabinet Recommendation 3k: Establish a framework for reviewing and engaging partnership opportunities	Financial Strategy 3k: Support the creation of infrastructure and workflow to evaluate the campus readiness, depth of opportunity, cost to engage, benefits, and cost of doing nothing.	\$ 120,000	
Total Estimated Budget Amount			\$ 16,009,878	