

The University Budget Committee

FISCAL YEARS 2021 AND 2022 BUDGET RECOMMENDATIONS

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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 (Faculty Senate)	Wolf, Chyrese
	College of Pharmacy	Danquah, Michael
	Union	Goss, Valerie
Civil Service	Civil Service Council	Garner-Stewart, Bobbie (Secretary) Sims, Pamela Riley, Valerie
Students	Students	Vacant Vacant
Chairpersons	Chairpersons' Association	Attele, Rohan (Vice-Chair)
Academic Support Professionals	ASP Members	Dryjanski, Jannette
Administrative Staff	Academic Affairs	Rowan, Thomas
	Student Affairs	Bridges-Carter, Shenay
	Continuing Education and Non-Traditional Programs	Maynard, Nelly
	Institutional Effectiveness and Research	Eggleston-Williams, Latrice
	Institutional Advancement and CSU Foundation	Barker, Johnnie
Financial Operations	Owens, Larry	
President's Office Representative	Byrd-Reno, Jimell	
Office of Budget	Office of Budget	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. Latrice E. Eggleston-Williams Hearing: Tuesday, January 23, 2020 12:30 to 13:50 - LIB 352</p>	<p>Judith Birgen (Chair) Rohan Attele Bobbie Garner-Stewart Pamela Sims Jannette Dryjanski Mark Kutame Azungwe Kwembe Leslie Jackson</p>
<p><u>Administrative Services</u> Mr. Michael Holmes Facilities, Parking, Capital Planning, Real Estate, and Environmental Safety Hearing: Tuesday, January 31, 2020 12:30 to 13:50 - LIB 352</p>	<p>Valerie Riley (Chair) Ginger Ostro Bobbie Garner-Stewart Judith Birgen Bernie Rowan Tonya Hall Chyrese Wolf Johnnie Barker</p>
<p><u>President Office</u> President Zalduwaynaka Scott President’s Office, Labor and Legal, Compliance, Athletics, Internal Audit, Police, Board Relations and Intergovernmental Affairs, Human Resources Hearing: Thursday, January 24, 2020 12:30 to 13:50 - LIB 352</p>	<p>Rohan Attele (Chair) Linnae Bryant Chyrese Wolf Valerie Riley Johnnie Barker Valerie Goss Arrileen Patawaran</p>
<p><u>Academic and Student Affairs</u> Dr. Leslie Roundtree Hearing: Friday, January 30, 2020 12:30 to 13:50 - LIB 352</p>	<p>Nelly Maynard (Chair) Ginger Ostro Judith Birgen Leslie Jackson Jannette Dryjanski Pamela Sims</p>

Azungwe Kwembe Michael Danquah Mark Kutame

<p><u>Financial Operations</u> Ms. Ginger Ostro Hearing: Friday, January 21, 2020 12:30 to 13:50 - LIB 352</p>	<p>Tonya Hall (Chair) Jimell Byrd-Reno Linnae Bryant Johnnie Barker Thomas Rowan Michael Danquah Shenay Bridges Carter Latrice E. Eggleston-Williams</p>
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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 states in the goal of Cost Efficiencies and Diverse Revenue Streams 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 put it in the frontline 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 2021 and 2022. Despite modest tuition and fee increases, funding for Fiscal Year 2021 is expected to continue to decrease due to a steep decrease in 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 and 2.2.

CSU has existed for 153 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 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. CSU is one of the leading producers of African American bachelor 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 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 2.1 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 in paths of gainful employment, innovation, and leadership
- Promote student satisfaction and academic achievement by immersion in various instructional modalities, learning environments, exposure to academic, industry, and business
- Retain talented faculty and staff by offering competitive and productive work and promotion environment
- 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, advance 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.

Operating budget recommendations for FY2021 and FY 2022 are listed in Table III. Capital Budget Priorities and Deferred Maintenance Cost Estimates for FY22 are listed in Table IV.

The total FY2021 operating budget requests, as recommended by the UBC, total \$ 8,659,600. For FY2022, the recommended operating budget requests total \$8,749,600.

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; the prioritization shown on the tables is from VP Holmes. The UBC recommends all the FY2022 capital budget requests as presented to the committee and listed on Table A-C, broken down into three categories, as follows.

1. Regular capital projects (Table IV. A.)		\$ 450,820,000
2. Capital renewal projects (Table IV. B.)		\$ 58,735,300
3. Deferred maintenance (Table IV. C.)		\$ 64,845,700
Total FY2022 Capital Budget Requests		\$ 574,401,000

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 VPs requests 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. The strategic goals listed in the table for the Operating Budget correspond to the current 2020-2025 Strategic Plan.

Table III. FY21 and FY22 UBC Recommendations Operational Budget

Request	Priority	Strategic Goal	Unit	Amount
Union obligations and cost of living increases (FY 21 \$1,660,000, FY 22 \$1,725,000)	1	1	University Wide Request	\$ 1,660,000 (\$ 1,725,000)
General price increases (FY 21 \$600,000, FY 22 \$625,000)	2	1, 4	University Wide Request	\$ 600,000 (\$ 625,000)
Modernizing the campus IT network	3	1, 2, 4	Financial Operations	\$ 800,000
Operations of Childcare Center	4	1, 2	Academic Affairs	\$ 450,000
New Faculty/Chairs/Staff hires	5	1, 2	Academic Affairs	\$ 900,000
Modernizing classrooms with technology	6	1, 2, 4	Financial Operations	\$ 500,000
Maintenance of Scientific and Instructional Technology, smart classroom equipment, and maintenance contracts	7	1, 2, 4, 5	Academic Affairs	\$ 150,000
Marketing & Recruitment Activities	8	2, 5	Enrollment Management	\$ 100,000
Key Personnel	9	2, 5	Enrollment Management	\$ 330,000
Technology Software Purchase & Upgrades	10	2, 5	Enrollment Management	\$ 107,000
Full Time Staff (2 engineers, 3 building services)	11	4, 5	Adm. Services	\$ 328,000
Media and Marketing	12	4, 5	President's Area	\$ 1,070,000
Investment in Student Success Initiatives	13	1, 2, 5, 6	Academic Affairs	\$ 520,000
Enhancing online technology	14	1, 2, 4, 5	Financial Operations	\$ 100,000
Emergency Institutional Funds - Student Financial Aid	15	4, 5	Enrollment Management	\$ 15,000
Staffing to support students	16	1, 2, 5	Financial Operations	\$ 250,000
Portfolio of applications services and services	17	4, 5	Financial Operations	\$ 200,000

Federal Advocacy Services	18	1, 2, 4, 5, 6	President's Area	\$ 120,000
Professional Development - EM Staff	19	2, 4, 5	Enrollment Management	\$ 15,000
Creating a student work program in IT	20	1, 2, 4, 5	Financial Operations	\$ 95,000
Extra Help Personnel for Property/Site Mgmt. and Mail Communications	21	4, 5	Adm. Services	\$ 27,000
Renovations for Registrar's Office & Veteran's Resource Center	22	2, 4, 5	Enrollment Management	\$ 50,000
Ad Astra Training	23	4, 5	Adm. Services	\$ 1,600
Providing staff training and professional development	24	1, 2, 3, 5	Financial Operations	\$ 61,000
Hire Compliance Specialist	25	3, 4, 5	President's Area	\$ 50,000
Consulting Services	26	2, 4	President's Area	\$ 160,000
Total FY 21				\$ 8,659,600
Total FY 22				\$ 8,749,600

Table IV. FY22 UBC Recommendations Capital Budget

Priority	Budget Requests	FY 2022 Amount Requested* (Thousands of Dollars)	Strategic Goal
A. REGULAR CAPITAL PROJECTS			
1	College of Health Sciences Simulation Learning Lab (Douglas Hall Renovation Center for Solutions of Urban Populations) (New appropriation FY20)	\$ 16,311	1, 2, 3, 4, 5, 6
2	Campus Site Improvement Project	\$ 8,240	2, 3, 4, 5, 6
3	Renovation of Douglas Hall (Reappropriation FY19 & FY20)	\$ 10,300	1, 2, 3, 4, 5, 6
4	Library Exterior Water Infiltration**	\$ 5,354	1, 2, 3, 4, 5, 6
5	JDC Renovation Project	\$ 4,971	1, 2, 3, 4, 5, 6
6	Campus-Wide ADA Accessibility Project	\$ 2,060	1, 2, 3, 4, 5, 6
7	Remediation of Convocation Building (Reappropriation FY19 & FY20)	\$ 4,388	1, 2, 3, 4, 5, 6
8	Construction of an Early Childhood Development Center (Reappropriation FY19 & FY20)	\$ 14,420	1, 2, 3, 4, 5, 6

9	Science Building Laboratories (Remodel SE Wing)	\$ 16,480	1, 2, 3, 4, 5, 6
10	Space Reutilization of Robinson Center (interior)	\$ 12,360	2, 3, 4, 5, 6
11	Renovation of On-Campus Outdoor Track and Soccer Field	\$ 2,176	2, 3, 4, 5, 6
12	Media Teaching Facilities Renovation for CMAT	\$ 5,644	1, 2, 3, 4, 5, 6
13	Remodeling of the Breakey Theatre & Equipment	\$ 5,150	2, 3, 4, 5, 6
14	Science Building Planning and Construction Science Building	\$ 243,310	1, 2, 3, 4, 5, 6
15	Residence Hall Expansion Planning	\$ 1,833	2, 3, 4, 5, 6
16	Multi-Use, Multi-Tenant Building	\$ 48,101	2, 3, 4, 5, 6
17	Aquaponics	\$ 8,176	1, 2, 3, 4, 5, 6
18	Renovation of O&M 2nd Floor for Police Department for Gender Equity	\$ 1,013	2, 3, 4, 5, 6
19	College of Business Building Planning	\$ 363	1, 2, 3, 4, 5, 6
20	Construction of a Westside Campus (Reappropriation FY19 & FY20)	\$ 40,170	1, 2, 3, 4, 5, 6
	TOTAL REGULAR CAPITAL PROJECTS	\$ 450, 820	
B. CAPITAL RENEWAL PROJECTS			
1	Campus-wide Roof Repairs or Replacement	\$ 6,304	2, 3, 4, 5
2	Campus-Wide Laboratory Renovations	\$ 3,090	1,2,3,4,5,6
3	Campus-Wide Classroom Renovations	\$ 1,030	1,2,3,4,5,6
4	Fire Alarm Upgrade (funds released but not started)	\$ 3,708	2, 3, 4, 5
5	Replace Sunken 50 Foot Light Poles (Campus Exterior Lighting) (funds released but not started)	\$ 2,060	2, 3, 4, 5
6	Replace Air Handling Unit in Williams Science Building	\$ 1,061	4
7	Upgrade Electrical Systems (Reappropriation FY19 & FY20)	\$ 9,682	4
8	Upgrade Utility Tunnel Electrical Systems (Reappropriation FY19 & FY20)	\$ 949	4
9	Campus Cooling (Chiller Replacement, Plant)	\$ 2,944	4
10	Installation of Integrated Fire and Security System	\$ 6,881	4
11	Campus Replacement of Interior Lighting	\$ 3,422	4
12	Campus-Wide Abatement	\$ 5,835	4

13	Campus Replacement of Underground Piping	\$ 4,972	4
14	Single Pane Glazing Replacement	\$ 6,797	4
	TOTAL CAPITAL RENEWAL PROJECTS	\$ 58,735	
	C. DEFERRED MAINTENANCE (Exhibit B)	\$ 64,846	
	GRAND TOTAL CAPITAL (A thru C)	\$ 574,401	
	*Estimated costs subject to change.		
	**Capital Emergencies and Priorities		

5. Budget Recommendations Observations

Figure 1 shows the preferences of the UBC for the Operational Budget request per Unit. It was compiled from the UBC’s vote tally. The lowest totals represent the highest priorities. On average, the most top priority for the UBC is the University-Wide Requests (union obligations, cost of living, and general price increases), the second priorities were the requests from Academic and Student Affairs, and the third from Administrative Services. There is a significant difference in the order of preference between the identified first three-unit requests and the rest.

Figure 2 is the representation of the UBC’s preferences by individual requests. Disregarding contractual and University-wide first two requests, the remaining top nine requests (requests 3 to 11) directly promote student success and faculty research. Among the highest priorities is the modernization of the classrooms and technology, related to the campus infrastructure that directly touches our students. Concerning 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.

A high priority was also given to faculty hires across the colleges. Enrollment Management continues to request additional staff to rebuild the team that was decimated during financial exigency. For the university to increase enrollment, the office of Enrollment needs staff, software, and marketing resources to reach potential students. Related to this, it is a high priority for the committee to support the Media and Marketing efforts proposed by the President’s office. The proposed spending is catching up in underspending and understaffing in the previous years; it will bring the university at par with our nearest competitors.

Related to Administrative Services, the UBC emphasizes the importance of reducing overtime costs and eliminating penalties from SURS by hiring two engineers and three building service workers, as the overtime costs expended by the University per year are higher than opening two permanent positions. The UBC recognizes the importance of training and the need for excellent

customer service when dealing with students and staff. However, there are avenues other than the ones presented to the committee to achieve this same objective. For example, CSU can utilize the Enrichment Center for training. This platform is accessible through Cougar Connect and is available to all staff. The UBC recognizes the value of the return on investment in multiple fronts of having federal advocacy services. The added benefit of the advocate/advocacy to the current external revenue infrastructure needs to be clearly articulated.

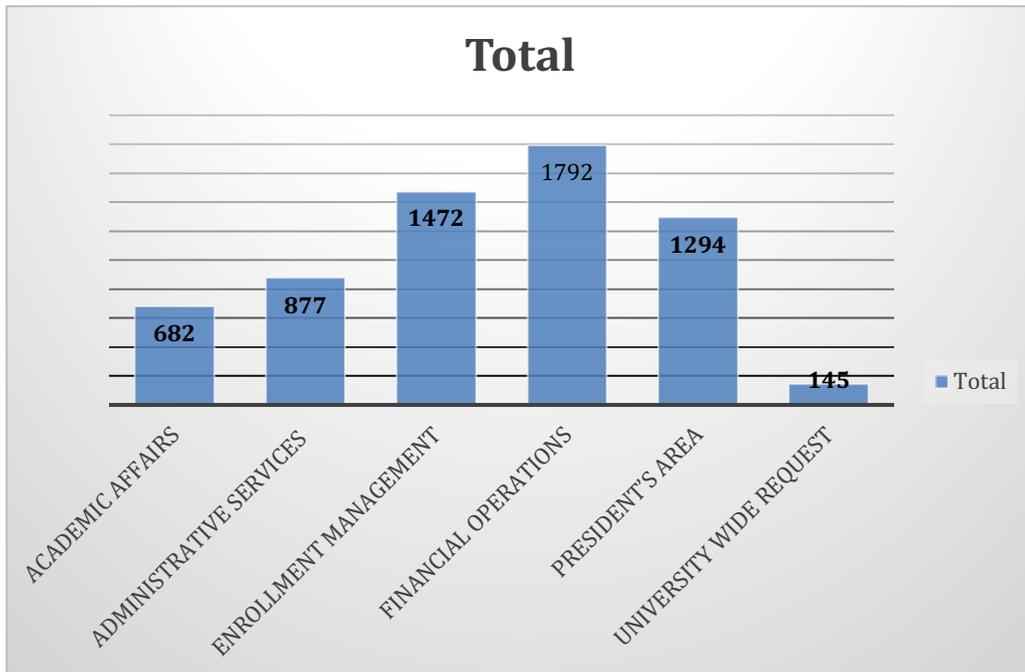


Figure 1. Representation of the UBC’s prioritization of the budget requests per Unit. The lowest total represents the highest priority for the committee.

The UBC recognizes the relevance of sports programs. However, the committee is very concerned with the increasing deficit of the Athletics Department. We acknowledge that there is new leadership in Athletics, and we recommend that the issue of the deficit be addressed. The Athletics Departments in other institutions with Division I programs generate revenues to be self-sufficient. The UBC recommends that the University prepare a comprehensive study to decide what are the best options to reduce the deficit of the Athletics Department. The question may be if 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 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.

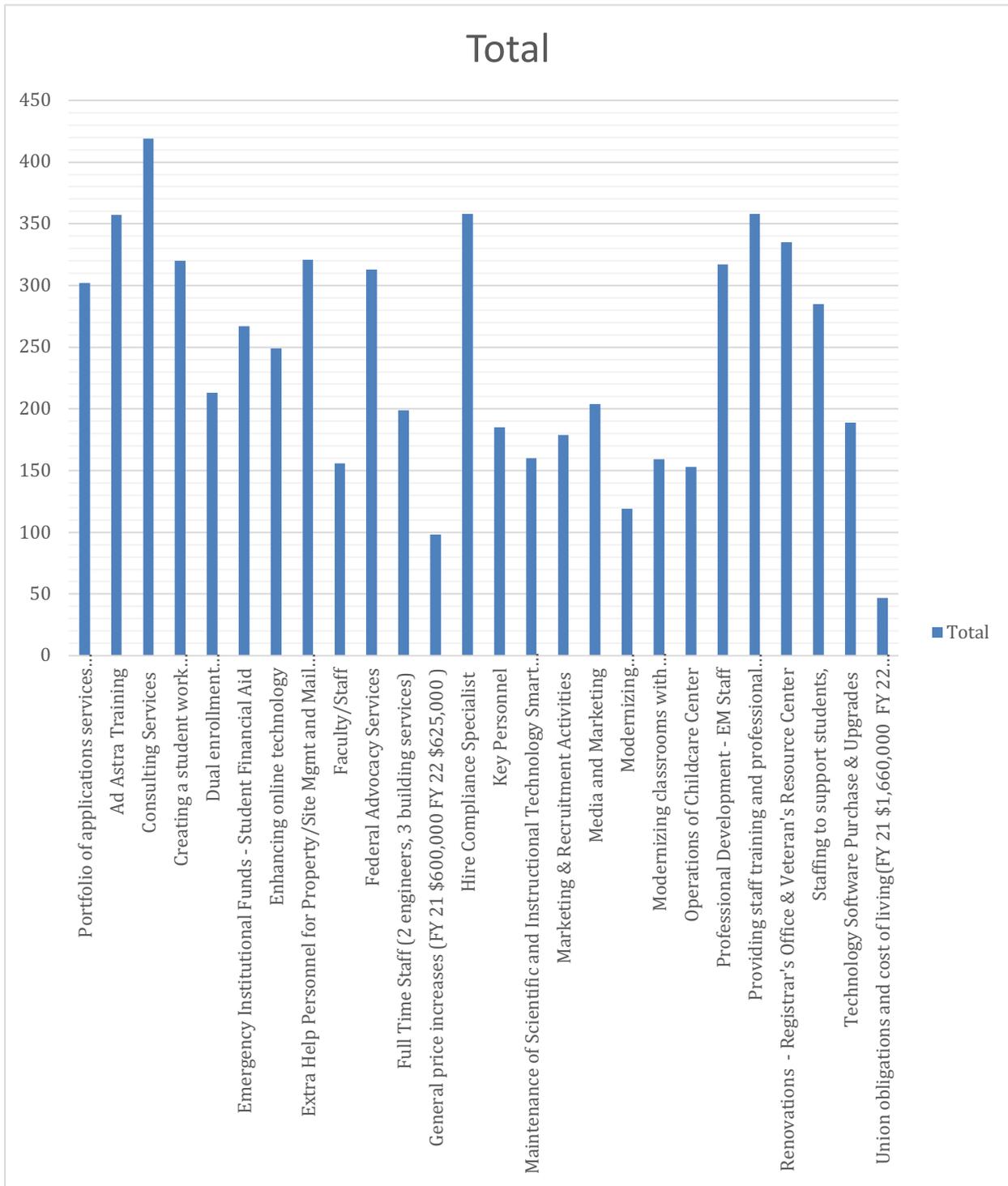


Figure 2. Representation of the UBC’s prioritization of the budget requests per Item. The lowest Total represent the highest priority for the committee.

The classroom improvement request spans three categories: infrastructure to support a program of instructional technology, capital request for classroom renovation, and maintenance of scientific instrumentation. Updating classrooms, instructional technology, and laboratories to promote student-centered and interdisciplinary curricular pedagogies were identified as a high priority by the Provost. The UBC recommends that Academic and Student Affairs work closely with Information Technology, who also made requests to improve the University's technology. The UBC recognizes that the classroom renovations 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. The UBC urges investment in supporting curricular pedagogies and assessment as a necessary prerequisite for classroom improvements. With these elements in place, classroom renovations can be supported by external grants (from the state or federal government or the private sector).

The UBC also recommends that all software-related requests are processed through tandem coordination between Academic Affairs and the IT department. The UBC agrees that CSU is extremely out-of-date regarding the campus technology and that it is a priority to upgrade these services. This concern is directly related to the image that the University has to prospective students (enrollment) and current students (retention). Furthermore, most of the technology-related investments will generate essential savings in the long run.