



California State University
DOMINGUEZ HILLS

University Budget Committee (UBC)

Chair: Dr. Theodore P. Byrne

Presenters: Cabinet Members & UBC Staff

March 25, 2016

AGENDA

March 25, 2016

2:30-4:30

President's Conference Room, WH D444

- I. Welcome – Chair
- II. Student Success Fee Recap – Chair
- III. Student Success Fiscal Summary's – UBC Staff
- IV. Recap of Campus Base Funding Initiatives – CFO
- V. Proposed 2016/17 Student Success Expenses – Each Cabinet Member
- VI. Questions or Comments – All
- VII. Future Meeting Topics and Dates – Chair

Student Success Fee Recap – What Was to be Funded by the Fee?

<http://www4.csudh.edu/budget-plan-admin/student-success-fee/index>

- Upgraded classrooms, laboratories, equipment and other instructional space
- Increased course offerings to facilitate graduation
- Additional academic advisors
- Additional faculty to expand and support programs and course offerings
- Expanded tutoring hours & subjects covered
- Increased service-learning & civic engagement opportunities
- Increased joint student faculty research opportunities
- Improved library resources including student access to e-resources and e-learning
- Strengthened career development services for students
- Enhanced graduate school preparation
- Increased student internships, domestic and international
- Additional staff to increase student support services such as veteran's programs, women's resource center, diversity programs, etc.
- Upgraded computer labs, software and IT support
- Increased funding for intercollegiate athletics
- Enhanced student leadership development programs

Student Success Fee Recap – What Has Been the Outcome to Date From Initiatives in Place?

Data-Driven Decision-Making Fall to Fall First-Year Retention

| Cohort Year | Cohort Size | % Retained | % Remediated |
|-------------|-------------|------------|--------------|
| 2010 | 1031 | 78% | 73% |
| 2011 | 1167 | 75% | 78% |
| 2012 | 1205 | 78% | 83% |
| 2013 | 1540 | 78% | 84% |
| 2014 | 1330 | 81% | 87% |

CSUDH Student Outcomes After HIPs Promising Results

| Entering FTF Cohort Year | 6-Year Graduation Year | % IPEDS Graduation Rate |
|---------------------------------|------------------------|-------------------------|
| 2006 | 2012 | 27.8% |
| 2007 | 2013 | 29.4% |
| 2008 | 2014 | 32.2% |
| 2009 | 2015 | 34.7% |
| 2010 | 2016 | Possible 40.6% |
| 11.2% increase in 3 yrs! | | |

60% is national average for (less selective) public 4-year

**Source: NCES, IPEDS (2015)*

Report 14/15 Student Success Budget/Expenditures

| FY Expenses Utilizing Following Sources: | |
|---|------------------|
| FY Expenses Utilizing Fee Revenue | \$439,164 |
| FY Expenses Utilizing Operating Fund \$ | 232,991 |
| Total Expense | \$672,155 |

| Programs | Budget | FY Expenses |
|---|-------------------------------|--------------------|
| New tenure/tenure-track faculty hires to meet the tenure density goal of 60% | 950,000 | - |
| New Academic Advisors for pre-major advising and embedding lower division advisors into the majors/ departments. | 355,000 | - |
| Library Extended hours: Library student services and technology; enhancement of reference, services research and instruction for students. | 154,933 | - |
| Bridge Program | 687,280 | 417,183 |
| Student Life: Leadership Development Coordinator | 78,100 | - |
| Student Life: Leadership Education and Advocacy Development (President's Student Leadership, Men's and Women's Retreat. Women's Conference, etc.) | 65,000 | 32,892 |
| ITC - Classrooms/Web Content/Instructional Design | 404,700 | - |
| Telemarketing Operational Budget | 90,000 | - |
| Assistant Director, Annual Giving and Telemarketing | 92,300 | - |
| Athletics Funding for Personnel and Operational Expenses | 220,600 | 222,080 |
| Total | 3,097,913 ¹ | 672,155 |

¹ UBC Approved the Student Success Budget in the 4th Quarter of the FY

Report 15/16 Student Success Budget/Expenditure - 6/30/16

| FY Expenses Utilizing Following Sources: | | |
|---|--|------------------|
| FY Projected Exp Utilizing Fee Revenue | | 2,375,960 |
| FY Projected Exp Utilizing Operating Fund \$ | | 35,744 |
| Total Expense | | 2,411,705 |

| Programs | Budget | Projected June 30, 2016 Expenses |
|---|------------------|---|
| New tenure/tenure-track faculty hires to meet the tenure density goal of 60% | 950,000 | 981,365 |
| New Academic Advisors for pre-major advising and embedding lower division advisors into the majors/ departments. | 355,000 | - |
| Library Extended hours: Library student services and technology; enhancement of reference, services research and instruction for students. | 154,933 | 52,463 |
| Bridge Program | 687,280 | 626,165 |
| Student Life: Leadership Development Coordinator | 78,100 | - |
| Student Life: Leadership Education and Advocacy Development (President's Student Leadership, Men's and Women's Retreat. Women's Conference, etc.) | 65,000 | 55,706 |
| ITC - Classrooms/Web Content/Instructional Design | 404,700 | 329,442 |
| Telemarketing Operational Budget | 90,000 | 97,988 |
| Assistant Director, Annual Giving and Telemarketing | 92,300 | 49,586 |
| Athletics Funding for Personnel and Operational Expenses | 220,600 | 218,990 |
| Total | 3,097,913 | 2,411,705 |

Proposed 16/17 Student Success Fee Revenue and Budget

| | |
|--|--------------------|
| FY 15/16 Budget Fee Revenue | 2,502,433 |
| 16/17 Additional Revenue at 106.5% Enrollment Growth | <u>2,032,587</u> |
| Total 16/17 SSF Revenue with 106.5% Enrollment Growth over 15/16 Target | \$4,535,020 |
| Allocations to Divisions in FY 14/15 Approved Level | <u>3,097,913</u> |
| Balance to distribute from 16/17 SSF | 1,437,107 |
| Allocations from Other Sources | <u>562,893</u> |
| Total 16/17 Student Success Allocation | \$2,000,000 |
| Base Allocations Made in 14/15 | 3,097,913 |
| Base Allocation to Divisions in 16/17 | <u>\$2,000,000</u> |
| Total Allocations for Student Success Initiatives | 5,097,913 |

The President's Prior & Ongoing Charge

- Implement What The University Has Collectively Identified As Our Strategic Goals & Objectives Contained In The 2014-2020 University Strategic Plan.
- The Need To Coordinate/Link **All** Institutional Resources On Our Strategic Goals & Critical Needs.
- Assure That Student Success Fee Revenues Are Allocated To Appropriate Student Success Initiatives With Immediate Impacts (Separately Budgeted & Reported).
- Address Our Historical Operating Budget Structural Issues By Reducing Current Spending While Increasing Our Base Resources In FY's 2015-16 & 2016-17.
- Develop A Multi-Year Financial Strategy Incorporating **All** Funds That Ensures Increasing Strategic Investments In FY2017-18 And Subsequent Fiscal Years.
- Provide Improved Operating Budget Reporting And Ongoing Monitoring As A Key Element Of A Transparent Operating Budgeting/Resource Allocation Process.

Student Fees Impact on Base Budget GAP

- Health Services: Funding of a Portion of the Student Affairs Deficit
- Course Fees: Better Utilization By Colleges Will Reduce The Pressure On AADHT OE Funds.
- Student Success: Essential To Focus This Funding Upon Sustaining Critical Student Success Initiatives Implemented Over The Past Couple Of Years (e.g. Improved Advising, Tutoring, HIP's).
- IRA Fee: Funding Students Participation In Instructional Activities Outside The Classroom Including: Field Trips, Student Research, Journalism and Media Production, Athletics, Academic Clubs, And Other Intellectual Events/Activities For Students. This Would Reduce The Pressure On College Operational Funds Which Currently Support Some Of These Activities.

Maximum Spending Authority BUDGET Development At \$12.5M Level

- Table Below Shows The Adjusted Maximum Spending Authority (Across All Funds) For Each Division.
- \$17,818,983 Was Not Sustainable At The Current Level Of One-Time Resources.
- \$12,378,168 Is Sustainable At The Current Level Of One-Time Resources, AND, The Base Gap Can Be Closed By The End Of FY2017-18

| FY 2015-16 Budget Shortfall Mitigation Target | | | | |
|--|--------------------|--|---|--|
| | Base Budget | Total Requested In Excess of Base Budget | Authorised Divisional Excess Need | Maximum Authorized Spending (Base Bud + Adj Excess) |
| Academic Affairs | 45,642,721 | 8,003,880 | 4,775,657 | 50,418,378 |
| Admin & Finance | 11,894,676 | 1,341,386 | 912,832 | 12,807,508 |
| University Advancement | 2,354,853 | 996,700 | 750,304 | 3,105,157 |
| Information Tech | 4,955,298 | 3,358,323 | 2,907,839 | 7,863,137 |
| President's Division | 2,914,939 | 1,611,633 | 1,337,960 | 4,252,899 |
| Student Affairs | 7,107,415 | 1,577,633 | 1,078,862 | 8,186,277 |
| Centrally Monitored | 77,068,540 | 929,428 | 614,714 | 77,683,234 |
| Total | 151,938,442 | 17,818,983 | 12,378,168 | 164,316,590 |

5 Year Budget Projection #2 - 3% State Funded Enrollment Growth

| 3% GF FTES 0% Over Enrollment | 3% GF FTES 0% Over Enrollment | 3% GF FTES 0% Over Enrollment | 3% GF FTES 0% Over Enrollment | 3% GF FTES 0% Over Enrollment | State Funded Tuition Funded Tuition Funded |
|--|--|--|--|--|---|
| 30 new Non-Res Students | 30 new Non-Res Students | 30 new Non-Res Students | 30 new Non-Res Students | 30 new Non-Res Students | |
| 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | |
| (8,159,633) | (3,233,963) | 392,916 | 3,940,350 | 5,215,576 | Divisions Base Deficit |
| 180,000 | 190,000 | 200,000 | 210,000 | 225,000 | EO1000 New Base Recovery (Pending) |
| 83,185 | 4,200 | 4,390 | 4,620 | 4,700 | Health Services Fee Revenue |
| 2,020,000 | 2,059,000 | 1,538,000 | 224,000 | 224,000 | Student Success Fee Revenue |
| | 500,000 | 1,000,000 | - | - | Land Monetization |
| 3,500,000 | - | - | - | - | Special Allocation (CSU) |
| 1,765,469 | 1,818,443 | 1,872,986 | 1,929,175 | 1,987,051 | Enrollment -GF |
| (640,824) | 883,896 | 909,333 | 935,543 | 962,583 | Enrollment - Tuition |
| 267,840 | 267,840 | 267,840 | 267,840 | 267,840 | Enrollment - 30 Non Res Tuition |
| 7,175,670 | 5,723,379 | 5,792,549 | 3,571,178 | 3,671,174 | Base Mitigation Funds |
| (1,100,000) | (900,000) | (1,000,000) | (1,000,000) | (1,000,000) | New Tenured Faculty Positions |
| (400,000) | (424,000) | (449,440) | (476,406) | (504,991) | Unfunded Health & Dental Benefits |
| (750,000) | (772,500) | (795,675) | (819,545) | (844,132) | Unfunded Compensation @ 2% GSI |
| (2,250,000) | (2,096,500) | (2,245,115) | (2,295,952) | (2,349,122) | |
| (3,233,963) | 392,916 | 3,940,350 | 5,215,576 | 6,537,628 | Adjusted Base Deficit |
| 6,378,626 | 10,676,542 | 18,447,892 | 27,481,488 | 37,865,197 | Uncommitted One-time Resources |

Proposed 16/17 Student Success Fee Budgeted Expenses Cabinet's Presentations

| Divisions | Personnel (Includes Benefit Costs) | OE&E | Total Request |
|---|--|----------------|------------------|
| Academic Affairs | 2,161,987 | 50,000 | 2,211,987 |
| Student Affairs | 762,946 | 479,100 | 1,242,046 |
| Inforamtion Technology | 280,000 | 288,500 | 568,500 |
| President's Division - Athletics | 239,574 | - | 239,574 |
| FY 16/17 2% Salary Comp Pool/Benefit Cost Increase ¹ | 75,000 | - | 75,000 |
| Total | 3,519,506 | 817,600 | 4,337,106 |

¹ *Mandatory Benefit Increase Funding & 2% Comp Pool for Existing SSF Positions*

Future Meetings / Questions

- Next Meeting Topics & Dates
 - Student Success Fee Recommendation
 - CSU Preliminary Budget Memo for 2016-17
 - 2015-16 End of Year Projections and 2016-17 Budget Update