State funding covers 55% of CSU’s operating costs

Collected from students; Majority of the remainder covering CSU’s operating costs

Collected from Students; Designated per CSU Student Fee Policy

Restricted donor & gift funds

Restricted Use; Designated per partner grant and/or contract

One-time funding for future commitments

Restricted funds; Designated per 501(c)(3) organization
## 2022-23 OPERATING FUND – REVENUE/SOURCES

<table>
<thead>
<tr>
<th>Sources / Revenue</th>
<th>Total Budget</th>
<th>YE Actuals</th>
<th>YE Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Allocation</td>
<td>$ 133,864,000</td>
<td>$ 133,864,000</td>
<td>$ -</td>
</tr>
<tr>
<td>Student Fees</td>
<td>87,854,129</td>
<td>81,963,871</td>
<td>(5,890,258)</td>
</tr>
<tr>
<td>Cost Recovery</td>
<td>9,255,775</td>
<td>9,598,124</td>
<td>342,349</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>8,370,384</td>
<td>8,376,450</td>
<td>6,066</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>$ 239,344,288</strong></td>
<td><strong>$ 233,802,445</strong></td>
<td><strong>$ (5,541,843)</strong></td>
</tr>
<tr>
<td>Balance from Prior Year</td>
<td>42,966,383</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Sources/Revenue</strong></td>
<td><strong>$ 282,310,670</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

$5.5 million enrollment revenue shortfall.

Deficit covered by University’s central funds.
### 2022-23 OPERATING FUND – EXPENSES/USES

<table>
<thead>
<tr>
<th>Uses / Divisions</th>
<th>Total Budget</th>
<th>YE Actuals</th>
<th>YE Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACADEMIC AFFAIRS</td>
<td>$78,920,208</td>
<td>$72,477,949</td>
<td>$ 6,442,259</td>
</tr>
<tr>
<td>ADMIN AND FINANCE</td>
<td>20,749,029</td>
<td>23,231,768</td>
<td>(2,482,739)</td>
</tr>
<tr>
<td>ADVANCEMENT</td>
<td>5,603,321</td>
<td>3,617,853</td>
<td>1,985,468</td>
</tr>
<tr>
<td>INFO TECHNOLOGY</td>
<td>12,277,377</td>
<td>12,302,051</td>
<td>(24,675)</td>
</tr>
<tr>
<td>PRESIDENTS</td>
<td>5,318,326</td>
<td>3,993,556</td>
<td>1,324,770</td>
</tr>
<tr>
<td>STUDENT AFFAIRS</td>
<td>17,537,920</td>
<td>16,106,273</td>
<td>1,431,646</td>
</tr>
<tr>
<td><strong>Total Divisions</strong></td>
<td>$140,406,180</td>
<td>$131,729,451</td>
<td>$ 8,676,728</td>
</tr>
</tbody>
</table>

*CENTRALLY MONITORED

| Total Centrally Monitored | $141,904,490 | $101,664,054 | $ 40,240,436 |

| Total Uses/Divisions      | $282,310,670 | $233,393,506 | $ 48,917,165 |

**Grand Total AADHT Balance** $43,375,322

**Grand Total AADHT Balance w/ Encumbrances** $48,094,851

*Centrally Monitored: Benefits, Utilities, Risk Management, Financial Aid, University Managed Programs*
## 2023-24 CSU BUDGET VS CSUDH BUDGET

<table>
<thead>
<tr>
<th>Incremental, New Allocations</th>
<th>CSU</th>
<th>DH Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Premiums</td>
<td>$50,524,000</td>
<td>$1,505,000</td>
</tr>
<tr>
<td>New Facilities</td>
<td>6,032,000</td>
<td>0</td>
</tr>
<tr>
<td>Property &amp; Liability Insurance Premiums</td>
<td>13,700,000</td>
<td>533,000</td>
</tr>
<tr>
<td>Enrollment Growth</td>
<td>50,648,000</td>
<td>1,475,000</td>
</tr>
<tr>
<td><strong>Tuition Revenue</strong></td>
<td>22,440,000</td>
<td>684,000</td>
</tr>
<tr>
<td><strong>General Fund</strong></td>
<td>28,208,000</td>
<td>791,000</td>
</tr>
<tr>
<td>Hold at CO (Compensation Packages, Debt Service, Other Programs)</td>
<td>232,076,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Allocation</strong></td>
<td>$352,980,000</td>
<td>$3,513,000</td>
</tr>
</tbody>
</table>

### Budget Categories

- **Restricted**: Health Premiums, New Facilities, Property & Liability Insurance Premiums, Enrollment Growth, General Fund, Hold at CO
- **Contingent/Unrestricted**: Tuition Revenue, Total Allocation
Questions?

Next Budget Lunch & Learn: November 8, 2023
Progress Update March

**Financial Progress**
- Financial Risk capped at $712K.
  - Implementing annual process prior to beginning of CSUDH Fiscal Year to align on expectations
- Revenue continues to lag expectations
  - Catering Revenue being addressed through showcase and exception process
  - Tabling events
  - Catering sales from Feb 22 to Feb 23 ↑ by 14%; from Mar 22 to Mar 23 forecasting ↑ by 50%.
- Expenses significantly improved
  - Scheduled hours ↓ by 28%
  - Labor hours ↓ by 33% ($523 agency labor in Feb)
  - Training in Food Production and Made to Order
  - Feb Food Cost (COGS) at 37%

**Food Quality**
- Executive Chef Steve Munar joins CSUDH (Feb)
  - Chef Munar highlighted his talents at the Dining Committee (Mar)
- Dining Committee Engagement
  - VOC scores in 60% range, only 106 responses thus far
  - Continue to drive VOC participation and implement a “We Heard You” campaign
- Regional resources on site
  - Continued training in usage of PRIMA Food Production System (Recipes)
  - SOPs in place for production, timing, etc.
  - Unannounced March Health Dept inspection resulted in “A” rating

**Marketing Plan**
- Marketing Calendar
  - Feb Marketing included 4 events (Chopsticks Day, Valentines Cookies, Mardi Gras Cupcakes, Heart Month Dark Choc)
  - March Marketing includes 9 events
- Social Media
  - 50 semester posts w/ 3.9% engagement
  - West coast avg 1.5%
- Student Engagement
  - Authorized in March to activate student focus groups
  - Tabling and Sampling at CSUDH Women's Basketball tournament

**Marketing Calendar**
- Feb Marketing included 4 events (Chopsticks Day, Valentines Cookies, Mardi Gras Cupcakes, Heart Month Dark Choc)
- March Marketing includes 9 events

**Weekly Leadership Meetings**
- Began (Feb)

**Onsite Leadership Changes**
- Michael Burnett joins the team as the new District Manager (Feb)
- Removed onsite Director and FSM (Mar)
- Carmen Dessa in role March 13

**Regional Support**
- Jeremy Miller onsite weekly support began (Jan)
- Employee Focus groups with outside Aramark HR resources (Feb)
- Matt Hawley onsite week of March 13 for Food and Labor system training

**Human Resources**
- Employee Focus groups with outside Aramark HR resources (Feb)
Progress Update May

**Catering Showcase** hosted April 27th
- Had ~60 participants
- Positive Reviews
- VOC results
  - 579 responses YTD
  - Score steady at 65% (goal 70+%)  
- Dining Concept Survey
  - Jan-March - 227 responses
    - 73% Mexican Cuisine (Jack's Burrito)
    - 42% Chicken
    - 37% Burger
- Chef Steve will attend an in-depth Aramark Culinary Summit Training in June

**Marketing Calendar**
- April - seven events, including Trivia Night, National PBJ day, and National Pretzel Day to name a few.
- May – six events planned
- Weekly emails to campus via TAP featuring a "Did You Know" topic or upcoming event
- Upcoming Events posted on CampusDish

**Social Media**
- Instagram engagement rate at 7.05%, leading the region
- 21% increase in Instagram followers

**Steady increase in avg check**
- Feb $4.85 → March $5.00 → April $5.20
- We are seeing participation benefits with the addition of the The Drop
  - Feb 155 transactions
  - March 189 transactions
  - April 143 transactions
- Reduced salary labor by replacing 2 positions with one General Manager
- Continued reduction in overtime and agency labor with a goal of zero
- Reduced scheduled labor as campus activity slows

**Compton Culinary Program**
- 4 students hired
- 2 more potential hires pending

**Analyzing Staffing needs**
- Hired Dennis as the marketing assistant
- Notification letters of summer layoff process to begin in mid-May
- Plan in place to analyze staffing and recruiting needs for Fall Opening
- Summer trainings series: Supervisory Leadership, Onboarding, and Welcome Back sessions
Progress Update September

**Food Quality**
- Second Catering Showcase scheduled for Sept 28th
- Moises Rodríguez attended a 3-day catering training at UCI with Aramark Catering Champion in Aug
- Welcomed Chef Juan Villanueva in Aug
  - A 6+ year Aramark veteran, 14 years in the industry.
  - He enjoys preparing Latin and Italian cuisines
- Working with a new vendor to source compostable utensils, employee waste training with Scarlett Zamora
- Developing a repurposed meal pilot program to support food insecurity

**Financial Progress**
- Catering Growth - 26% improvement over prior year
- Plan subsidy FY24 $438K v FY23 $712K
- YTD Labor savings year over year $130K, representing a 48% reduction
- Prior year cost of sales 48.9%, trending YTD 37%

**Marketing Plan**
- Marketing Calendar
  - Chef pop-ups, Be Well, Do Well, and more
  - 6 Events in Aug, 7 in September
- Social Media – Followership increase of 85% compared to September 2022, Avg Engagement rate of 6.5%
- Health Fair Oct 25th – Build a Meal Kits
  - Aramark will be donating 50+ kits
  - Each kit acts a creative culinary outlet for students and staff to explore a healthy recipe.
  - The kit includes a recipe card, fresh produce and grains, and a sustainable cloth grocery bag.

**Human Resources**
- Compton YouthBuild Culinary internship
  - YouthBuild Charter School of Cali is a free, project-based charter school, rooted in social justice, for students between 16-24.
  - Congrats to Lacee Zarate and Cristian Godines for transitioning from interns to employees.
- General Staffing
  - 96% staffed as of today
  - 70 Student Workers
  - Welcome Back Training Aug 24-25th
    - 35 people attended
    - Additional classes will be scheduled in 3 wks
  - Marketing Coordinator - internal candidate at final interview
Financial Progress (in 000):

<table>
<thead>
<tr>
<th></th>
<th>July 23</th>
<th>Aug 23</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sales</td>
<td>124</td>
<td>112</td>
<td>236</td>
</tr>
<tr>
<td>Food</td>
<td>44</td>
<td>44</td>
<td>87</td>
</tr>
<tr>
<td>Labor</td>
<td>65</td>
<td>78</td>
<td>143</td>
</tr>
<tr>
<td>Directs</td>
<td>26</td>
<td>39</td>
<td>65</td>
</tr>
<tr>
<td>Profit/Loss</td>
<td>(15)</td>
<td>(51)</td>
<td>(66)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>July 22</th>
<th>Aug 22</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sales</td>
<td>122</td>
<td>98</td>
<td>220</td>
</tr>
<tr>
<td>Food</td>
<td>28</td>
<td>42</td>
<td>70</td>
</tr>
<tr>
<td>Labor</td>
<td>134</td>
<td>140</td>
<td>274</td>
</tr>
<tr>
<td>Directs</td>
<td>38</td>
<td>44</td>
<td>82</td>
</tr>
<tr>
<td>Profit/Loss</td>
<td>(77)</td>
<td>(128)</td>
<td>(205)</td>
</tr>
</tbody>
</table>

Financial Takeaways (in 000):
- Proforma approved at (400)
- Tracking to meet 23-24 subsidy target

How to further grow:
- Recommending Mandatory Declining Balance Meal Plan for all students
  - Supports budgeting for food
  - Financial aid can be used to put towards balance
  - No cash carrying needed, purchase linked to student ID
  - Improved campus life and meal time socialization
  - Improved food security
  - Allows for increased hours of service, including expanded weekend and holiday hours