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## MEMORANDUM

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TO: [UNIVERSITY BUDGET COMMITTEE \(UBC\)](#)  
FROM: Ana Medic, Academic Senate Secretary  
SUBJ: **UNIVERSITY BUDGET COMMITTEE (UBC) – MINUTES**  
**March 4, 2022, 8:00-10:00 a.m., Via Zoom:**  
<https://csuchico.zoom.us/j/83875802482?pwd=dFptdk03Rzk3UnhMeWdVR0F3aktxZz09>  
Meeting ID: 838 7580 2482  
Passcode: 724398

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*“The charge to the Committee is to meet regularly to review the relationship of academic programs and campus budget; to provide timely participation by faculty and students in budget processes; to propose broad strategies for adjusting the academic programs and budget to one another; and to review the effects of their implementation before adoption by the University.” – [Executive Memorandum 05-017](#)*

Chair Paiva called a meeting to order at 8:05 am.

Monique Sendze was recognized as a new VP of IT and CIO; will join campus officially on March 7<sup>th</sup>.

1. Approve Minutes of [September 30, 2021](#) and [December 13, 2021](#)

Minutes from September 30<sup>th</sup> and December 13<sup>th</sup> approved.

2. Approve Agenda

Agenda approved.

3. [Opening remarks](#) – Hutchinson & Paiva (8:00)

Brooke Banks introduced budget (see the attached document above):

- a. President's State of the University address was released yesterday and is available via QR code or from the homepage of the President's page. Budget remarks were included in the State address.
- b. Campus is in the middle of advocacy period awaiting the Governor's May revision of the state's budget cycle.
- c. Chico State's budget cycle shows campus is in advocacy period. In June and July, the actual budget will become available, and campus will be able to plan how to distribute funds.

Chair Paiva's introduction:

- a. At the UBC more information on budget will be shared. Encouragement for budget advocacy.
- b. Jerry Ross will provide information about budget and enrollment.
- c. Campus is invested in the University budget; UBC meeting is important to understand where campus is in the budget cycle (state funding, tuition, advancement funding).
- d. Budget advocacy and allocations are helping serve better students.

4. [Enrollment Update](#) — Ross (8:15)

- Enrollment management transformation
- Projected enrollment growth

Jerry Ross introduced student enrollment updates (see attached document above):

- Introduced how Chico State continue to transform and evolve enrollment management.
- Decrease of the student and new student enrollment recorded in last four years.
- Commitment to support GI initiative, advancing equity, and improve student success.
- Spring 2022 recorded higher application numbers, and lower new domestic undergraduate intent to enroll and overall new students' enrollment.
- Higher number of enrolled first-time freshmen students and transfer students (+2.4%). Plans to revitalize yielding efforts, be more effective and efficient.
- "Melt rate" was reduced from 23% to 18% (a percentage of students who submitted an intent to enroll, but do not attend or leave during first few weeks of the semester).
- Change implemented to evaluate transfer applicants based on their self-reported grades, which allowed early admission of transfer students for fall 2022 cycle. This approach is used with first-time freshmen students and is reporting low rescind rate.
- Overall total applications for new domestic undergrads are increased, first-time freshmen increase in applications and admits (expected to be larger than in fall 2019). Transfers are down. There will be significant intentional work around transfer student enrollment.
- Community College enrollment decreased in last few years, and this will reflect in Chico State enrollment.
- Butte College is 25% down in enrollment since 2017 – 18, almost 50% down in the last 10 years.
- Campus is working with community colleges and other schools that can provide future transfer students to increase their enrollment.
- Nationally and at the state level, there will be student enrollment decline until at least 2036. Less high school graduates mean less students enrolling at the University (around 16% less). Population shift can additionally affect the enrollment.
- The enrollment management is modernizing efforts to continue comprehensive recruitment activities and to maximize student enrollment.
- Data analysis for both operations and decision making are important tool for target efforts.
- Created a Director of Strategic Communications and Marketing for enrollment management position that works with University Communications and helps with admissions process.
- Restructuring coordinator position and evolving communication efforts, modernizing process, working on value propositions helped with student enrollment.
- Four pillars to attract students are affordability, strength of academics, campus life, and outcomes (success of students after they leave this institution).
- Increase of tools CS 360, TargetX and texting (SMS). Promote programs using social media and launching digital advertising.
- In last decade, applications are increasing, but enrollment is decreasing, and this affect overall declining rate.

- t. Way to improve yield rates included strategically releasing decision of student acceptance earlier (mid-November for first-time freshmen in college), allowing recruiters and admissions to engage students after they submit an application, redeploy staff to areas where the best results can be made, combining virtual and in-person events (Chico Preview Day, Choose Chico).
- u. Working on building a team, an identity and an organization that can help meet the challenges.
- v. Next phase of strategic planning efforts is launched the enrollment management action plan and strategically invest resources.
- w. Team work to rebuild and improve new student enrollment.

Discussion and questions:

- a. Demographic data presented national level data. Request for next UBC meeting to include CA. It was stated that California data was shared today.
- b. The completion of A to G coursework by high school students that creates the eligibility for the CSU and the UC is growing from 30% in 2000 to almost 50% now.

Question: would you support an advocacy for readiness A to G and send that message? Answer: enrolment management is looking at schools with college readiness where students are graduating, CSU eligibility, percentage of applications versus enrolled students.

- c. Suggestion to look at out-of-state tuition and be competitive in that aspect.
- d. Praise shared for great work and improving process to increase enrollment.
- e. Retention improvement and understanding current enrolled numbers will be crucial. Equity team is focusing on this work. The focus will be on all student groups: international, traditional residential, transfer students.

Question: With tight budget it is difficult to support students. How is enrollment management budget?

Answer: Budget at Chico State is challenging now and will be for few years, especially with a loss of one-time funding. Few positions were filled and that will help. Operating budget is tight, restoration of funding recently helped it. Important to know at early stage budget status.

Question: what are strategies regarding digital marketing to meet students needs? How is campus

seeing online programs? Answer: RCE created a new strategic plan and work towards increase of self-support programs online. Campus contracted digital marketing company Everspring to help with student enrollment. State funded online programs need come from departments. Biggest strength for campus comes from enrollment of freshmen students followed by transfer students.

5. [Student Affairs](#) – Rios (8:45)

VP Rios structural reorganization updates in the Student Affairs:

- a. Sharing efforts to improve student retention (see attached presentation for details).
- b. Student Success Center, Reach program, Engineering MESA program focus on underrepresented minority group of students.
- c. Structural changes include restoring Associate Vice President for Student Life position that focus on various element of student engagement and retention. Title will change to AVP for Student Engagement and Retention. Search will be done soon.

- d. Reporting line will change.
- e. Dream Center will report directly to EOSP. In January hired first full-time coordinator of the Dream Center. It will help in terms of partnerships for activities, training workshops, shared computer lab, laptop loan additionally help dreamers.
- f. STAR will now report to Student Service Center and provide supplemental instruction. It helps facilitating peer-student help with historically hard courses. Alignment will help socio-cultural connection program.
- g. Off-Campus Student Services will report directly to VPSA.
- h. Develop a new role Officer for the Division of Student Affairs and collaborate with advancement team and VP Boura to create donor and financial support for students.

Discussion:

- a. Praise for tremendous work done by VP Rios and great difference to see at AF under his leadership.
- b. Important to be intentional in work to support university, its mission and value, enrollment of students and understand budget to help this process.
- c. Everybody should be recruiting for the institution.

6. [Business and Finance](#) – Corona (9:15)

- January Budget

Stacy Corona providing update from Business and Finance:

- a. Presentation attached to the agenda (see details).
- b. Financial support for students included HEERF funds in last four semesters. At the beginning it was part of CARES Act and now this semester is ARP Act, all federal funds. All together is around \$56 million provided to students.
- c. The California Budget Act last year gave around \$30 million to campuses, and Chico State received a \$1 million to give funds to low-income students. State recently lessened the requirements.
- d. GI 2025 funds included \$425,000 for winter and \$50,000 from Chancellor's Office for summer period to fund the work to lower the equity gap.
- e. Ask from Governor was \$715 million for CSU budget.
- f. Governor's budget in January presented recurring funds \$304 million (out of \$715 asked) and one-time funds \$233 millions (ask was \$1 billion). Links shared at the bottom of slides.
- g. Slide 7 contains breakdown of Governor's budget shared in January (see details). 5% increase is on a state support side of a budget that supports students fees.
- h. As a system there was an overall 2.85% increase.
- i. One-time funds include \$100 million for deferred maintenance and energy projects, \$83 million to construct CSU Bakersfield energy innovation center, and \$50 million for equipment and facility upgrades at the four University Farms.
- j. Legislative Analyst Office (LAO) is nonpartisan office that's been providing fiscal and policy advice to the legislature.

- k. Governor's budget provided funds for housing, mainly to support community colleges.
- l. Chico State collaborated with Butte College to have a new joint residence hall. Butte College submitted the budget request for \$500,000 to do a study and check feasibility. Great opportunity to immerse in the Chico State culture and prep for transfer.
- m. LAO shared predictions for revenues increasing or decreasing scenarios (see slide 9 for details).
- n. Higher education will receive small revenue of \$233 million (budget for 2022-23) out of asked \$1 billion from Governor's budget.
- o. LAO comments on overall and CSU January budget (see slide 11&12 for details).
  - i. SAL related – there is a limit how much the legislature can use revenue once it goes over a specific threshold.
  - ii. CSU prefers unrestricted funds; LAO recommends making these specific (limited).
  - iii. LAO suggests at least \$100 million for deferred maintenance.
  - iv. LAO recommends providing more climate and energy related initiatives to be funded.
- p. Budget reminders:
  - i. BoT released budget in November. Governor released budget in January.
  - ii. CSU requests funds focused on salary catch up.
  - iii. Request made for one-time allocations.
- q. Chico State is working on forecasting multi-year budget plan, is aligned with campus strategic plan, supports new Division of IT.
- r. Campus quarterly budget review was finished last month and will be used to plan future Division allocations.
- s. Enrollment FTES for 2021-22 was 13,578. CO targeted resident FTES is 15,560 predicting same to be for next academic year. Campus budgeted FTES is 14,250.

Question: Why is CO not adjusting targeted FTES? Answer: they have not done that yet and there were no discussions. If it is adjusted, Chico State budget could decline. President Hutchinson shared warning. VP Sherman requested three years pause due to Camp Fire and now we are in third year.

Question: Impact on annualized headcount is lower than budgeted. Is there an indication how will campus compensate that difference? How much is it? Answer: Campus is down \$3 million in tuition revenue. Non-residence tuition increase helped balance this amount. Budget this year will be fine due to 20 vacancies in Divisions as there is lower projected spending.

Question: Governor's budget suggested \$50 million one-time funding for four CSU University Farms, Chico State is one of them. Do we know when these funds will be available and how much will Chico State receive? Answer: This is in Governor's January's proposed budget, not know how much will be allocated to Chico State. COA had a strong proposal demonstrating impact on the farm, Chico State and CA; president and deans are working on advocacy.

Suggested to consider diversifying campus revenue streams e.g. State, tuition, enrollment, advancement. Consider different strategies to support work done on campus.

## 7. [University Advancement](#) – Boura (9:30)

VP Boura provided updates:

- a. Fiscal year started on July 1<sup>st</sup>, 2021 and will conclude on June 30<sup>th</sup>, 2022.

- b. Current fundraising efforts are at \$10.2 million.
- c. Fundraising team works on database and finding more resources to support campus community.
- d. Part of crowdfunding campaign is to support different programs on campus e.g. athletic team, Greek week, basic needs.
- e. Six campaigns raised \$160,000 and is important part of philanthropy and donor engagement.
- f. Two days ago, Giving Day supported 10 different programs by faculty, staff, and students.
- g. Close to 2,500 donors from 8 different countries raised over \$400,000. Graduates and benefactors represent campus all over the world.
- h. Thankful for every donor.

Discussion:

- a. Praises shared for incredible work done. This is collective effort.
- b. Praise shared from an international student, alumni, and now faculty for providing a support to one of the groups “emergency funds for international students”.
  - i. International students do not have family nearby nor basic supplies/need like kitchen utensils, plates, bedsheets.
  - ii. Providing this opportunity is very important and greatly appreciated.
- c. With additional distance learning programs there is an opportunity to be more flexible and allow people to work online e.g. IT and other positions that need to be filled.

8. Other (if possible please submit topics in advance to [academicsenate@csuchico.edu](mailto:academicsenate@csuchico.edu))

No other.

9. Announcements

- *Upcoming UBC Meeting: May 16, 2022 – 3:00 pm (Via Zoom)*
- *Academic Senate meeting: March 24, 2022 – 5:00 pm (Via Zoom)*

10. Adjourn at 9:55 am.

Respectfully submitted,

Ana Medic, Academic Senate Secretary

**General Resources for University Budget Information:**

State of California, Department of Finance: <http://www.ebudget.ca.gov/>

State of California, Legislative Analyst’s Office: <http://www.lao.ca.gov/>

CSU System: <http://www.calstate.edu/budget/>

CSU, Chico: <http://www.csuchico.edu/bud/index.shtml>

OpenGov: <https://csuchicoca.opengov.com>

CSU, Chico, Academic Affairs: <http://www.csuchico.edu/vpaa/bar/resource-allocation/index.shtml>