



---

## MEMORANDUM

---

TO: [UNIVERSITY BUDGET COMMITTEE \(UBC\)](#)  
FROM: Ana Medic, Secretary  
SUBJ: **UNIVERSITY BUDGET COMMITTEE (UBC) – MINUTES**  
**[August 26, 2021, 2:30-5:00 p.m., Via Zoom](#)** Meeting ID: 838 7580 2482 Passcode: 724398

---

*“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](#)*

Meeting was called to order at 2:34 pm.

1. Approve Minutes of [May 10, 2021](#)

Minutes of May 10, 2021 approved.

2. Approve Agenda

Agenda approved.

List of members and their roles were shared.

3. Opening remarks, [UBC Overview](#) and Budget Cycle Review – Hutchinson/Paiva (2:35)

Chair Paiva: Introduction to the UBC (University Budget Committee), committee role, charge and functions were shared. UBC monitor and make recommendations on budget decisions, make consultations with the Provost's office, the Fiscal Administration Committee, and university officers prior to finalizing budget decisions, and recommend changes in budget formulation and allocation procedures. There is a collaboration with campus administration, divisions, senate, students, and EC, which is part of shared governance on a way to support faculty and students.

President Hutchinson: Students are back at campus and excited to be in classes and here on campus practicing safe COVID-19 practices. Encouragement was made to do self-certification and vaccination. Being virtually in meeting allow larger group to participate in shared information. Shared governance is very important, and a lot of work behind the scenes is greatly appreciated in preparing all this information that will be shared today.

Budget cycle overview: UBC schedule is shared ([link](#)).

State budget cycle slide 5: CSU budget planning starts in June – October. Then in November Board of Trustees decide what proposal will be sent to Governor for consideration, after which Governor release final budget proposal in January. Legislative analyst report and governor's budget proposal will reveal how much of requested funds have been awarded to CSUs. Advocacy for CSU is done in February when

administration, students and Union leads lobby in Sacramento for CSU Chico, pointing out of high-quality education and service to students. In May Governor releases budget revisions and in June State budget is finalized and adopted (Chico State receives portion of these funds).

Chico budget cycle slide 6: In July CSU Chico receives initial budget allocations from CO, and plan how these allocations will be distributed at campus level. In last 5 years processes were improved significantly and now budget is released much earlier (early September) and shared with public at first UBC meeting. Praises were made to the Office of Business and Finance for their hard work and preparation of this information. In November, review of the CSU budget request to the Board of Trustees and the Governor is done. This year's budget allocations are determined, and plan for the following AY 2022/23 begins. Meeting in March determine advocacy strategies, final UBC recommendations are sent to cabinet by April/May and in June legislators make decision on final budget allocations. Shared governance is strong at Chico State where we all work together (Academic Senate, University Budget Committee, Cabinet, Associate Student government, Union representatives), which strengthens CSU Chico advocacy.

4. Review of [CSU Budget and State Designations](#) – Sherman (2:45)

Slides 2&3: State of California allocated \$263 billion out of which \$22.3 billion were given to the higher education. CSUs received \$5.2 billion or 23.3% out of the higher education allocation, while Chico State received \$140 million (2.7%). This is not a surprise as there are 23 CSU campuses & Chancellor Office, and with enrollment changes funds were allocated accordingly this year. CSUs are finding a way to balance money allocations among 23 CSU campuses, which is based on enrollment criteria of Penn grant. Some Universities received additional funds, however, Chico State did not. There were additional specific allocations e.g. Humboldt's transition to polytechnic designation received \$25 million. Slides 4-6 contain CSU 2021/22 State Budget one-time allocations. Chico State received \$1 million of student emergency assistance grants, and \$400,000 for professional development and equal opportunity practices, and \$1.6 million for enrollment funding and GI 2025. CO reserved \$2 million for the evaluation of the existing salary structure of staff employees. As plans are developed how to use these funds, all spending will be reported to CSU and Governor's office. Recommendation would be to spend one-time allocated funds first to protect base & overall institutional funds.

Question: Some campuses are using special funds for lectures' professional development funds and 1<sup>st</sup> year tenure faculty that have not used funds for travels and attending conferences during pandemic. Can these funds be reused or reorganized? Answer: Discussion is coming soon as these funds were received last Thursday.

5. [Enrollment Update](#) — Ross (3:15)

Since AY 2016/17 our enrollment decreased. Applications for freshman and transfer students were going up, however, the enrollment did not keep with the same pace. Low enrolled classes will have impact for at least 4 years on university enrollment. Final enrollment numbers will be available on September 20<sup>th</sup> (census date), and as of now we have 15,595 enrolled students. Set target was at 4,000 and we reached 3,374 (first time freshman and transfer students). Office is working on plans for Spring and Fall 2022. Applications are received and processed and in last day with new data added, gap was

decreased from -7.3% to -6.5%. Enrollment efforts and changes have a positive outcome, and this is seen through number of transfer students coming from community colleges.

The admission funnel (slide 5) represents the admissions model. Process starts with prospects that show interest in attending Chico State. Then next step includes direct engagement efforts and reaching out to candidates (e.g. F2F, phone calls, chats, emails). The actual applicants are the once that finish filling in application. Work will be done to increase these numbers in future to increase overall enrolled number. New hires were made within enrollment management to improve communication efforts and use of data: Director of Data Analysis, and Director of Enrollment Management Marketing Communications (slide 6 listed activities).

Future plans (slide 7) include strategic investments in marketing efforts to reach out to students and evaluation of each funnel step for return of interest (focus on what is working and move on from actions that did not work in past). Plan include hiring a new Director of Admissions (vacant since November) and filling in other vacancies. Final phase of strategic planning efforts will include forming the Enrollment Management Action Plan to increase enrollment.

Question: How much did the efforts changed the intent to enroll from January to late summer? Answer: They have seen a pattern of changes that worked, and those good practices will continue. However, some factors we do not have a control over (e.g. some students have already decided to enroll in different institution).

Question: What new ways of a communication efforts are being implemented and what new population of students are being targeted with new marketing efforts? Answer: A year ago there was a marketing investment in a digital advertising campaign (social media like Facebook, Instagram, Google search, reach out to top schools from where transfer students are coming from). Communication efforts include reaching out to students that started application process but never finished it. Communication with future students continue to help them with the process and provide other resources they may require. Increase existing communication with potential students.

Question: When it comes to learning experience and affordability how do we compete with UC? Answer: Focus on strength of our academics, classroom experience, hands on and practical experience. They do “admitted student questionnaire” to gather information on why some students have chosen Chico vs. why others have not, to improve future enrollment efforts. They are at start of analysis comparing state vs out of state enrollment. Focus on data driven approach to improve this enrollment process. Recording videos – work with students, especially with AS President (Bre Holbert last year – “Welcome! You have been accepted” video, now continuing this with new AS President Duncan Young).

6. [2021-22 Campus Budget](#) – (3:30)

- Link between Enrollment and Budget – Corona

Slide 2: Student enrollment and budget impact are connected and dependent of each other. Top (blue) represent total headcount for fall, spring and summer semester over the last 5 years that show a slight enrollment decline (AY 2017/18 had highest enrollment). Bottom (orange) indicates annualized headcount. AY 2021/22 showed 260 international student number increase, which is positive. Following slide (#3) shows a breakdown of the enrollment numbers: top – main revenue sources,

bottom – breakdown for FTES and headcount in last 5 years (2021/22 as projection, not actual). Good for combined budget is balance between tuition decrease (-13%) and state support increase (20%). Spending has exceeded revenue, declining reserves; for details see slide 3. There is and will be emphasis on increasing enrollment numbers. Slide 4 demonstrate same information as pie chart. Model before was 1/3 student fees, 2/3 state support and now we are close to that ratio.

Question: tuition fees presented here is different from gross tuition fees presented in CO memo. Is this net value? Answer: CO budget memo includes other budget revenues e.g. health services fees are consolidated course fees. Budget plan includes those revenues; however, these funds are used directly where intended, they are not spread out to divisions for spending. In addition, projected student headcount and actual student headcount (-500 students) have impact on received funds from CO. In addition, most of funds are specifically designated and can't be used for multiple projects.

Slide 5 (Campus budget plan): mandatory costs are state university adjustments and include retirement, health insurance, new spaces etc. GI 2025 and ethnic studies are new funds allocated this year to CSU campuses. Systemwide priorities funds are held by CO (at system level) and used for lowering equity gap, increasing graduation rates, student technical support and emergency issues. Slides 6&7 in details of a total campus budget and how funds are allocated at Chico State. Green box area are funds for division allocations, including a new division of IT that was created on July 1. Chico State Enterprise will be included in this new division. Tribal relations include funds that through NAGPRA and California Repatriation Act place a responsibility for us to recognize and protect funeral objects, human remains, and cultural artifacts listed under this particular legislation and federal legislation. An inventory must be done for the State of California with due date of January 2022.

Question: Is CSE now part of new Division of IT? Answer: Yes. CSE used to be part of centrally managed budget. In the past, IRA (was part of Academic Affairs Budget) and Enterprise budget were supporting PeopleSoft, which is generally part of IT. Therefore, they were put together under one Division (IT).

Question: Looking at the systemwide priorities (-\$4.2 million) there is \$292,000 out of that sum added to Division of IT. Where did that come from? Answer: from the Academic Affairs budget, which would be little over -\$3 million if new Division of IT was not created.

- GI 2025 Allocation (includes Basic Needs and Mental Health) - Larson/Rios

Provost Larson: Slide 9 GI 2025 allocation is \$4.62 million out of which \$1 million (22%) was allocated to basic needs and mental health while \$3.6 million went to other allocations. VPs met twice to discuss in what way each division contributes to student's success and GI 2025 based on which \$3.6 million were split accordingly among Divisions. They will foster GI 2025 ideas, gather graduation metrics, and focus on closing equity gap. Academic Affairs received \$1.8 million, and this will be used for support of academic and professional advisors, new hires, and miscellaneous projects.

VP Rios: Student Affairs will focus on coaching and advising, targeting funds into specific areas like enrollment management for academic advising, new student recruitment, coaching advisors to address

needs of specific student population e.g. students with disabilities through ARC (Accessibility Resource Center), underrepresented minority students, low income students through Educational Opportunity Program. In addition, they will work on enhancing student leadership development and peer engagement through Student Life Program.

VP Miller: Within IT they created four positions to contribute to equity gap data analysis, understand student needs and behaviors, and action driven where technology is used to directly support students.

VP Sherman: Business and finance looked into different ways to invest in restorative justice, student success, climate change and issues, and new hires.

VP Boura: Division will focus on creating and integrating the alumni network group which can also support current students. Focus will be on incoming freshmen and sophomore students that have not been at campus yet.

- AB 1460 Ethnic Studies – Larson

Slide 9: With passing of AB 1460 CSU campuses will offer 3 units of ethnic studies, which brought additional state funds for its implementation (allocated \$719,000). At Chico State Department of Multicultural and Gender studies will offer courses that will satisfy this requirement. Funds through Academic Affairs will be used for hiring faculty at MSGS (three new faculty started this fall) while other funds will be used for its implementation e.g. the Office of Register will do a transfer credit evaluation and communication.

Question: Were there any opportunities to consult with the GI 2025 Steering Group regarding those allocations? Answer: Yes and no. They communicated with GI 2025 team to gather their interest, needs, and requirements focusing on equity projects. They had committed two years ago to the academic advising growth project which was stopped when pandemic hit. Portion of funds from the Academic Affairs will be used to finish this project. Technically, they did not consult with the GI 2025 in academic affairs nor more broadly across the university. Suggestion was made that now that faculty are back to campus, that ad hoc Ethnic Study Group be included in this process.

Question: Can VP Sherman talk more what restorative justice entail? Answer: Office of Business and Finance gathered a small team to work on restorative justice program that will address situations of e.g. microaggressions or situation when there is a negative interaction but not sufficient to be addressed at the level of a policy violation. This concept will be applied across the campus.

Question: To address question refer to slide 9 GI 2025 Division allocations. After consultations were made at high level, each Division determine in what way they could serve students and use funds. What would be next step(s) and who else can be part of this process? Answer: Jennifer Mays and Provost Larson will share uses of funds at PAC meeting on Tuesday. Once GI 2025 funds are used, Chico State will have to report how and where they were used. Majority of money will be used to hire new tenure track faculty and advisors. Other small portion will be used for miscellaneous items e.g. faculty, staff and library support.

- HEERF III – Sherman/Corona/Grassian

VP Sherman/Corona: HEERF III – third of the tranches, funds received from the American Rescue Plan (federal funds). Chico State received \$58.7 million (distribution on slide 13). Institutional use will spend \$10 million to fund 104 proposals across the campus (total asked was \$25 million). HSI funds received recently \$3.4 million and have until August 2022 to use it, while other funds must be allocated and used by May 2022. Focus will be on specific needs and based on that funds will be allocated across the campus. Slide 14 provides details of HEERF criteria and recommendations. Some of the funds were used for classroom upgrades, equipment upgrades etc. Website available at the bottom of a slide 14. Slide 15 shows total amount of funds awarded throughout all Divisions. Funds were awarded for individual and as well as block (group) proposals. Mental health proposals received funds and one of them is outdoor ecotherapy with goal to help students.

Question: Membership of a body that determine usage of these funds did not include faculty representation although we have 20-30 Chairs including Academic Senate Chair available during summer months. Answer: Each Division has its own representative; Academic Affairs' representative was Dean of undergraduate studies who had that connection with faculty at campus. Student representatives were Young and Lopic. Faculty and students need were heard. Inclusivity will be part of future communications and decision making.

Question: Will HEERF III funds be used for Unit 2 employee, health center staff and FMS staff? Answer: Not from this area. Campus does have funds set aside for institutional needs and separate funds for Health Center that would support these two areas.

VP Grassian: Slide 16 shows specific distribution of \$2.5 million awarded for classroom updates. HEERF subcommittee evaluated proposals and determine need for student success in having a small class size environment, additional added classes, overenrolled classes and other benefits for students that are COVID impacted. They contacted Deans and Chairs to determine list of sections for fall and spring semesters that either need to offer additional course section(s) or protect smaller enrollments and would be beneficial to students' success. Over 300 course sections were on a list. HEERF subcommittee decided to provide proportional amount of funds to colleges and allow Deans to invest in the most impacted core courses to support students' needs and their success. Slide 17 shows those 5 criteria based on which funds were allocated; slide 18 provides total WTUs per colleges for Fall and Spring semester.

- New Division of IT – Sherman

Slide 20 Funds assigned to IT from Academic Affairs were separated and used solely for new Division of IT support across the campus. Similarly, Enterprise budget was separated and lastly there are funds set aside for any budget changes expected in 2021/22.

7. [Capital Projects Funding](#) – Sherman (4:15)

Current capital projects include campus 12 kV electrical upgrades for 2 days; security improvements on Langdon building; demolition of old science building and preparation for a new BSS building;

improvements of Meriam library (light upgrades, ceiling and air system upgrades); and new state deferred maintenance funds (not clear how much will be assigned, TBD soon).

Question: Is there a place or a website where we can get regular updates on capital projects and current work done on campus (building updates)? Answer: No. FMS would have general overview and there are many updates done within different open meetings. Emails provide general view of work done on campus; potential to include them in announcements.

8. Announcements

“Ask me table” finished today and they served 3652 students during last 4 days. Great success that helped many students.

Next UBC meeting will be on Thursday September 30 at 2:30 pm.

9. Adjourn at 4:40 pm

*Upcoming Meeting: Thursday September 30, 2021 – 2:30-5:00 pm (Via Zoom)*

Submitted respectfully,  
Ana Medic, 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>