



University Budget Advisory Committee (UBAC)

September 13, 2024

8:30AM-10AM

UEC-Boardroom

<https://csusb.zoom.us/j/87250305204>

Minutes

Attendees: Dr. Samuel Sudhakar, Dr. Rafik Mohamed, Dr. Paz Oliverez, Robert Nava, Sesar Morfin, Dr. David Dufault-Hunter, Carson Fajardo, Dr. John Reitzel, Dr. Mark Groen, Dr. Jordan Fullam, Dr. Zachary Powell, Dr. Edna Martinez, Dr. Tomás Gomez-Arias, Dr. Christina Hassija, Homaira Masoud, Dr. Edna Martinez, Heather Hopkins and Andreina Dominguez.

Absent: Dr. Jenna Aguirre and Robin Phillips.

Welcome

Dr. Sudhakar reviewed the FY 2024-25 budget summary.

In order to mitigate the 21 million, each division will need to mitigate 9%. Human Resources and Strategic Enrollment Management and Marketing are being held harmless from the reduction, since they are new divisions, and they are building up to their capacity. They cannot afford to lose resources, with all the things they are planning to do; title IX compliance or increasing enrollment from the Strategic Enrollment Management and Marketing.

Dr. Gomez-Arias asked if anything could be done with the \$9, 627,330 from Mandatory Commitments and has there been any discussion of perhaps merging divisions?

Dr. Sudhakar informed that the mandatory commitments come from the CO office and expenses come from that, such as the Black Student Success Center, some HR positions that have to be hired in order to fulfill all the compliance requirements. In addition, expenses from the new division of Strategic Enrollment Management. In regards to merging divisions, MPP positions will be cut, as already known, IT and Administration and Finance combined has become its own division.

Dr. Hassija asked if there has been an assessment of which are essential for Strategic Planning, as it is a considerable amount of money being dedicated to that. Although, many of those initiatives have value, do not see them as being more important than our instruction and staffing etc. any assessment of what is truly essential and why some of those things will take presence over some other things.

Dr. Sudhakar stated that the strategic plan is a plan that is important to the institution and that was created by the campus community. D. Kelly Campbell and Dr. Nicole Dabbs met with faculty members and staff and went through more than 2 million in proposals for funding. Therefore, \$1 million was allocated towards strategic planning and then \$266k was added because some of the things that were being recommended was of high importance to the institution, whether it was for student success or enrollment gates.

Dr. Hassija reiterated that it needs to be revisited, especially after looking at specific priorities. Things such as supporting team building events and beautifying the campus. Does not believe that this is where state funds should be allocated at this time. In addition, in some of these programs there is not a lot of consultation with the actual colleges in terms of how these funds are being allocated to student success. Some of the programs do not continue. If it is not institutionalized, then what is the point of having additional funding for one year. We are thinking of state monies to go towards these kinds of programs when there are potential layoffs.

Dr. Mohamed informed that \$250k of the strategic planning funding is for marketing, however, there are probably some other items that are less essential to operations at this time. At the moment we are at 8.5% below our target and we are doing everything we can for Spring enrollment; it has been decided to take intercession off self-support and move it over to state side to try to recover the \$250k FTE that was generated through intercession.

Dr. Sudhakar reviewed other CSUSB funds balances.

Dr. Powell, mentioned on the Financial Transparency Portal that there has been a dive from Academic Affairs Division and an increase in Centrally Managed Departments, hence a transfer between both divisions.

Mr. Morfin explained that the budget has not yet been integrated into the portal, so the most accurate figures available are those from 2023.

Budget Deficit Mitigation Options

- University Advancement – Robert Nava
 - In the current fiscal year, University Advancement must implement a budget reduction of over \$375k, which includes a 2% cut totaling \$98k.
 - Approximately \$16.2k will be drawn from reserve funds, with the governmental community relations office contributing nearly \$2k from their budget.
 - One position within the division has been frozen, and \$35k previously allocated for student assistant funding in Special Events has been reallocated.
 - One-time reduction of \$300k and the implementation of a hiring freeze affecting five positions, resulting in total savings of \$290k.

- Student Affairs – Dr. Paz Oliverez
 - Base reduction; took small reductions in the office of student and leadership engagement as well as \$11k in the VP office to cover operational pieces for assessment position.
 - Elimination of 2 vacant positions; MPP and Budget Analyst positions.
 - One-time reduction of \$625,481 that included in supplies and travel (out of state).
 - Arranged reduction in terms of vacancies that included staff positions and student positions, 9 student positions now reduced to 5 student positions.

Dr. Gomez-Arias asked if there will be any reductions in Housing and in the Athletics budgets.

Dr. Oliverez mentioned that the focus is on improving efficiency with existing resources and proactively generating more revenue within the athletics department. An ongoing audit is helping identify effective practices amidst recent budget transitions and personnel changes. With a year of stability and consistent engagement with the budget office, efforts are being directed towards wiser spending and a variety of strategies to optimize resources in athletics. In housing, the priority is to maximize occupancy by filling as many beds as possible while managing staffing challenges, including the reliance on temporary positions due to budget constraints. Previous cuts have been made to streamline operations and save costs. Efforts are underway to seek grants to offset deficits, emphasizing the need for proactive measures to prevent future deterioration of facilities, many of which require extensive maintenance. The focus is on ensuring that existing aging buildings are maintained properly to avoid significant financial losses from unoccupied spaces.

Dr. Mohamed asked what was the catalyst for athletics multi-1-million-dollar deficit?

The multi-million-dollar deficit in athletics can be attributed to several factors, including poor budget management over the past few years and reliance on student fees, which have not increased significantly in over a decade despite rising costs. Efforts are underway to address this through a proposed fee increase, with plans to move a referendum forward via Associated Students Inc. (ASI).

- Finance, Technology & Operations - Dr. Samuel Sudhakar
 - The organization was tasked with reducing its budget by \$2.1 million and has implemented a series of measures over the last six months in anticipation of this financial challenge.
 - Froze six managerial positions and 22 staff positions, totaling about \$1.7 million in savings.
 - Cutting \$370,000 through reductions in equipment, software, and supplies, as well as renegotiating contracts and eliminating state-funded travel.
 - Personnel costs make up 80% of the budget, these actions are aimed at addressing financial constraints effectively.

- Academic Affairs - Dr. Rafik Mohamed
 - Pause all staff and MPP recruitments.
 - Beginning in the spring 2025 term:
 - Cancel low enrollment courses and identify alternatives for students scheduled to graduate after the spring 2025 or summer 2025 terms.
 - Increase course limits wherever demand warrants.
 - Eliminate redundant course sections and otherwise focus on schedule efficiency.
 - Substantially reduce state-funded travel expenses and other discretionary expenditures while maintaining a sensitivity to support needs for probationary faculty.
 - Substantially reduce faculty reassigned time in all categories except those that fulfill contractual obligations or that are supported by external funding sources.
 - Examine administrative efficiencies.
 - Explore other opportunities to reduce operating costs.

Dr. Fullam asked how the reductions in travel and reassigned time are being approached while considering the needs of probationary faculty?

Dr. Mohamed emphasized the importance of providing state-funded travel opportunities, particularly for probationary faculty who need to participate in their disciplines through conferences and other engagements. Noted that while many decisions regarding resource allocation will be made at the college level, it's essential not to completely restrict travel funding. Additionally, faculty involved in grant stewardship and other necessary travel should still receive support. Some colleges may have access to non-state funds to assist with travel needs, and creative solutions have been implemented in the past to help maintain travel opportunities. Overall, supporting travel remains a priority.

Indicated that contractual obligations for probationary faculty during their first two years will remain untouched. This year, approximately \$400k has been allocated for additional support, though funding sources are still uncertain. Emphasized the continuation of centrally administered research grants and prioritizes funding for faculty in the probationary or promotional pipelines, encouraged grant committees to consider the support of junior faculty aiming for tenure when evaluating grant applications.