



CHICAGO STATE  
UNIVERSITY

**UNIVERSITY BUDGET COMMITTEE (UBC/COMMITTEE)  
FISCAL YEARS 2027 AND 2028 BUDGET RECOMMENDATIONS**

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## UNIVERSITY BUDGET COMMITTEE (UBC/COMMITTEE) FISCAL YEARS 2027 AND 2028 BUDGET RECOMMENDATIONS

### I. UNIVERSITY BUDGET COMMITTEE MEMBERS

The University Budget Committee membership consists of 15 voting members and two advisory members (non-voting). The UBC membership is detailed in Table 1. The table includes the University category, members' representation and members' names. This list, previous reports, UBC bylaws, and minutes can be found on the Chicago State University website at <https://www.csu.edu/financialoperations/ubc/>.

Table 1. UBC Membership		
Category	Area Represented	Member's Name
Faculty	College of Arts and Sciences	Judith Birgen
	College of Business	Scott Upshaw
	College of Education	Robert Holmes
	College of Pharmacy and Health Sciences	Charita Barlow-Walls
	Library and Instructional Services	Charlene Snelling
	Faculty Senate	Liefu Jiang
	Faculty Union 4100	Jacquelyn Benchik-Osborne
Civil Service	Accounts Payable	Danielle Land
	Honors College	Toni McCoy Smith (Co-Chair)
	Housing and Residence Life	Kerri Winston
Administrative Staff	Administrative Services	Michael Holmes
	Enrollment Management	Kevin Newell
	Student Affairs	Shawnice Avilez
Students	Full Time Student, Junior, Psychology Major	Davaun Charles
	Full Time Student, Sophomore, Pre-Occupational Therapy Major	Milan Taylor
Advisors	Budget and Resource Planning Director CFO/VP of Financial Operations	Maricela Aranda Nicole Latimer Williams (Co-Chair)

#### 1.1 Subcommittees

Chicago State University (CSU) administration is divided into five divisions, which correlates with each subcommittee. The subcommittees evaluate presentations by the senior administrator of each division and make priority recommendations to the full Committee. All members of the UBC are invited and encouraged to attend the division's budget presentation and participate in the discussions.



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Table 2 includes the subcommittees, the senior administrator of the associated division, departments represented, the time of the budget presentation, and members of each subcommittee.

<b>Table 2. UBC Subcommittees</b>	
<b>Administrative Divisions</b>	<b>Subcommittee Members</b>
<b>Division I – President’s Office</b> <b>President Zalduwaynaka Scott (Presenter: Jimell Byrd Reno)</b>  Departments Represented include Board Relations and Intergovernmental Affairs, External Affairs, Intercollegiate Athletics, Internal Audit, Legal Affairs, Office of Compliance, Office of the President, and University Police.  Presentation: Tuesday, March 11, 2025, 12:30 p.m. – 2:00 p.m. via Zoom	Shawnice Avilez Charita Barlow-Walls <b>Michael Holmes (Chair)</b> Robert Holmes Scott Upshaw Kerri Winston
<b>Division II – Academic and Student Affairs</b> <b>Vice President and Provost Sonja Feist Price, Presenter</b>  Departments Represented include College of Arts and Sciences, College of Business, College of Education, College of Health Sciences and Pharmacy, Continuing Education, Contract Administration, Graduate and Professional Studies, Honors College, Institutional Effectiveness and Research and Data Analytics, Library and Instructional Services, Office of the Provost, Sponsored Programs, Student Affairs, and Student Success.  Presentation: Thursday, March 6, 2025, 12:30 p.m. – 2:00 p.m. via Zoom	Shawnice Avilez <b>Jacquelyn Benchik Osborne (Chair)</b> Judith Birgen Liefu Jiang Toni McCoy Smith Milan Taylor
<b>Division III – Financial Operations</b> <b>Chief Financial Officer and Vice President Nicole Latimer Williams, Presenter</b>  Departments Represented include Financial Affairs, Human Resources, Information Technology Division, Office of Financial Operations, Procurement Services, Student Financial Services (Bursar and Cashiering), University Budget and Resource Planning.  Presentation: Thursday, February 20, 2025, 12:30 p.m. – 2:00 p.m. via Zoom	Charita Barlow Walls Danielle Land <b>Charlene Snelling (Chair)</b> Michael Holmes Robert Holmes Kerri Winston



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**Table 2. UBC Subcommittees Continued**

<b>Administrative Divisions</b>	<b>Subcommittee Members</b>
<b>Division IV – Enrollment Management</b> <b>Vice President Oscar Rodriguez, Presenter</b>  Departments Represented include Admissions, Office of Enrollment Management, Registrar, Student Financial Aid, and Veterans Resource Center.  Presentation: Thursday, March 13, 2025, 12:30 p.m. – 2:00 p.m. via Zoom	Jacquelyn Benchik Osborne Liefu Jiang Danielle Land Toni McCoy Smith <b>Kevin Newell (Chair)</b>
<b>Division V – Administrative Services</b> <b>Vice President Michael Holmes, Presenter</b>  Departments Represented include Campus Property and Site Management, Office of Administrative Services, Parking / Fleet Management, Physical Facilities, Planning and Management, Property Control, and University Services.  Presentation: Tuesday, March 4, 2025, 12:30 p.m. – 2:00 p.m. via Zoom	Shawnice Avilez <b>Judith Birgen (Chair)</b> Kevin Newell Charlene Snelling Scott Upshaw

## II. METRICS

### 2.1 Strategic Goals

Strategic Goal 1: Academic Excellence, Innovation, and Student Transformation

Strategic Goal 2: Student Enrollment, Retention, and Graduation

Strategic Goal 3: University Culture, Climate, and Accountability

Strategic Goal 4: Strengthened Infrastructure

Strategic Goal 5: Cost Efficiencies and Diverse Revenue Streams

Strategic Goal 6: Community Service, Urban Leadership, and Economic Engagement

### 2.2 Guidelines

The University's strategic goals under pins the UBC budget recommendations. Universities that can develop new models of educating students and administrating resources will prosper in the next few years. A strategic budget should enable the University to advance in tandem with agendas that run parallel to the strategic goals of the institution, and the realities of less State funds, and the national trends of student enrollment.



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#### III. INTRODUCTION TO BUDGET RECOMMENDATIONS

The UBC submits this document containing its budget recommendation for fiscal years (FY) 2027 and 2028.

State appropriations are expected to remain level for FY27 with a modest increase in tuition and fees due to enrollment projections for freshmen and transfer students paying higher rates.

The UBC, which represents a cross section of the campus community, has met to fulfill a mandate to study and review budgetary information and to make recommendations regarding budgetary priorities. The University's strategic goals drive these conclusions. In submitting these recommendations, the factors introduced in Sections 2.1 and 2.2 have been considered.

CSU has existed for over 150 years as an institution of higher learning. Today it is an urban, commuter, comprehensive, four-year public institution that occupies 161 acres located on the far southside of Chicago in an African American community. Approximately 65% of the students reside within a six-mile radius of the University. The University offers over 70 degrees and certificate programs, including 36 Bachelor's degree programs and 24 Master's degree programs, in addition to a Doctoral program in Educational Leadership and a professional program in Doctor of Pharmacy. The University is accredited by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Secondary Schools, the National Council for Accreditation of Teacher Education, and other professional and academic associations.

CSU offers a unique higher educational opportunity:

- It is the only state institution of higher education in a 15-mile radius south of Chicago that offers a master's degree in mathematics.
- CSU is one of the leading producers of African Americans with bachelor's degrees in physics in the nation.
- Chicago State University has consistently led the State of Illinois public universities in conferring baccalaureate and master's degrees to African American students.
- CSU is in the top 4% of all colleges and universities in the country in economic mobility.
- Chicago State University offers a Rise Academy Scholarship. Freshmen can enroll as Rise Scholars and be equipped with the financial resources and dedicated on-campus support systems they need to succeed during their first year of college.
- CSU remains the most affordable public university in Chicago, IL.
- CSU has a 11:1 student-to-faculty ratio.



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The UBC relies on the senior leadership to provide prioritized requests and rationales that reflect the University's strategic goals. It notes with gratitude the cooperation it has received from the executive officers who presented their budget recommendations.

#### **IV. BUDGET RECOMMENDATIONS**

The University Budget Committee has considered the various requests submitted by the senior division administrators. Based on the presentations and the information provided by the President and Vice Presidents, the UBC has prioritized the requests by the guidelines given in Sections 2.1 and 2.2.

The UBC has listed the following items that it considers essential to sustaining the University so that it may support excellence in higher education:

- Attract and retain students and place them on paths of gainful employment, innovation, and leadership.
- Promote student satisfaction and academic achievement by immersion in various instructional modalities, learning environments and exposure to academic, industry, and business.
- Retain talented faculty and staff by offering competitive and productive work, promotion opportunities, and professional development.
- Maintain the institution's physical and technological infrastructures which include a planned build-up of modern classrooms that is conducive to active learning.
- Provide a secure environment where a reliable, efficient, and competent faculty and administration can fulfil the institution's core values and mission, and advances toward its vision.

The Committee recommends that each area of the University be held accountable for the resources invested in it and that performance measures be implemented to assess accountability, effectiveness, and reward productivity.

The subcommittees voted on the priority orders of each area, considering the information presented by the President and Vice Presidents. The UBC took these area priorities and subsequently voted on the comprehensive priority list in decreasing order of priority. In submitting these recommendations, the UBC considered the need to sustain a robust and viable institution of higher education and how these needs have been addressed over the past several years. The strategic goals listed in section 2.1 correspond to the current 2020 – 2025 Strategic Plan.



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For FY27, the UBC recommends its top 12 priorities including FY27 and FY28 capital requests.

**FY25 UNIVERSITY BUDGET COMMITTEE**  
**FINAL RANKING OF ALL FY27 BUDGET RECOMMENDATIONS AND FY27 AND FY28 CAPITAL**  
**RECOMMENDATIONS**

PRIORITY NO.	DIVISION	DESCRIPTION	AMOUNT	STRATEGIC GOALS
1	University-Wide	Union Obligations and Cost of Living Allowance	\$1,156,900	1
2	University-Wide	General Price Increases at 5%	\$1,000,000	1, 4
3	Division IV, Enrollment Management	Enrollment Management's Priority 1 - One-time cash funds to contract with a third party (Enrollment Data Analyst) to assist with the development of a strategic enrollment management plan and financial aid leveraging model.	\$75,000	2, 5
4	Division V, Administrative Services	Administrative Services' Priority 1 - Purchase four (4) Ford F250 trucks with plow and salt spreader and one (1) Ford F550 (dump truck) with plow and salt spreader used by our Grounds Department.	\$348,136	2, 3, 4, 5
5	Division II, Academic and Student Affairs	Academic and Student Affairs' Priority 1 - Hire for critical positions: Chairperson for Business; Faculty for Social Work, Business, Psychology, and Social Work.	\$400,000	1, 3
6	Division III, Financial Operations	Financial Operations Priority 1 - Laptop loaner/leasing: CSU will engage in leasing laptops to keep its equipment updated and compliant with the most recent technology and cyber security protection.	\$125,000	3, 4, 5
7	Division I, President's Office	President's Office Priority 4 - University Police - Annual funding for Lieutenant (\$144K), Police Officers (6 at \$60K each totaling \$360K, 3 positions are vacant), and Security Officers (6 at \$45K each totaling \$270K).	\$774,000	4, 5
8	Division IV, Enrollment Management	Enrollment Management's Priority 2 - Funding to support the design, printing, assembly, and mailing of admissions materials to enhance engagement at every stage of the enrollment funnel.	\$60,000	2
9	Division V, Administrative Services	Administrative Services Priority 2 - Purchase one large Box Truck used by Movers.	\$80,000	2, 3, 4, 5



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**FY25 UNIVERSITY BUDGET COMMITTEE  
FINAL RANKING OF ALL FY27 BUDGET RECOMMENDATIONS AND FY27 AND FY28 CAPITAL  
RECOMMENDATIONS**

<b>PRIORITY NO.</b>	<b>DIVISION</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>STRATEGIC GOALS</b>
<b>10</b>	Division III, Financial Operations	Financial Operations Priority 2 - Contract+ is a contract lifecycle management solution and an additional module within Jaggaer/CSU-Buy.	\$100,000	3, 4, 5
<b>11</b>	Division II, Academic and Student Affairs	Academic and Student Affairs' Priority 3 - Hire a coordinator for adult learners.	\$100,000	1
<b>12</b>	Division I, President's Office	President's Office Priority 2 - Annual funding to support a consultant for Internal Audit (IA) to cover internal audits that are performed, which is part of the budget plan that IA is required to submit to the Board of Trustees.	\$45,000	1, 4
		<b>Total FY27 Operating Budget Recommendations</b>	<b>\$4,264,036</b>	
<b>PRIORITY NO.</b>	<b>DIVISION</b>	<b>FY27 CAPITAL REQUESTS DESCRIPTION</b>		<b>STRATEGIC GOALS</b>
<b>1</b>	Division V, Administrative Services	Administrative Services Priority 1 - Science Building Laboratory Remodel SE Wing.	\$17,000,000	
<b>2</b>	Division V, Administrative Services	Administrative Services Priority 2 - Renovation of on-campus Track/Soccer Field.	\$2,500,000	
		<b>Total FY27 Capital Recommendations</b>	<b>\$19,500,000</b>	
<b>PRIORITY NO.</b>	<b>DIVISION</b>	<b>FY28 CAPITAL REQUESTS DESCRIPTION</b>		<b>STRATEGIC GOALS</b>
<b>1</b>	Division V, Administrative Services	Administrative Services Priority 1 - Campus-Wide ADA Building Accessibility.	\$2,010,000	
<b>2</b>	Division V, Administrative Services	Administrative Services Priority 2 - Remediation of the Jones Convocation Center.	\$4,300,000	
		<b>Total FY28 Capital Recommendations</b>	<b>\$6,310,000</b>	
		<b>Total of All Recommendations</b>	<b>\$30,074,036</b>	





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The rest of the requests were prioritized as follows:

**FY25 UNIVERSITY BUDGET COMMITTEE (UBC)  
FINAL RANKING OF OTHER FY27 OPERATING BUDGET RECOMMENDATIONS AND FY27 CAPITAL  
RECOMMENDATIONS**

UBC PRIORITY RANK	DIVISION	DIVISION NAME	DIVISION PRIORITY	DESCRIPTION	STRATEGIC GOAL	COST
13	I	President's Office	1	Consultant for Website in support of Marketing and Public Relations.	2	\$350,000
14	III	Financial Operations	3	TouchNet - 360u	2, 3, 4, 5	\$225,000
15	V	Administrative Services	4	Hire one (1) full-time Plumber.	1, 2, 3, 4, 5	\$110,000
16	IV	Enrollment Management	3	AI or AI adjacent implementation within the Office of the Registrar.	2	\$75,000
17	IV	Enrollment Management	4	Admissions website overhaul.	2	\$50,000
18	I	President's Office	3	Internal Audit Software Renewal to support academic excellence, innovation, and student transformation as well as strengthened infrastructure.	1, 4	\$8,000
19	II	Academic and Student Affairs	2	Salary increases for department chairs (stipend), except for the School of Pharmacy.	3	\$150,000
20	V	Administrative Services	3	Hire one (1) full-time Carpenter.	1, 2, 3, 4, 5	\$110,000



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**FY25 UNIVERSITY BUDGET COMMITTEE (UBC)  
FINAL RANKING OF OTHER FY27 OPERATING BUDGET RECOMMENDATIONS AND FY27 CAPITAL  
RECOMMENDATIONS**

UBC PRIORITY RANK	DIVISION	DIVISION NAME	DIVISION PRIORITY	DESCRIPTION	STRATEGIC GOAL	COST
21	I	President's Office	5	Officer Academy Training and Industry Membership Subscriptions.	4	\$37,000
22	IV	Enrollment Management	5	Redesign the student service area within the Office of Financial Aid.	3, 4	\$50,000
				<b>Total Other FY27 Operating Budget Recommendations</b>		<b>\$1,165,000</b>

UBC PRIORITY RANK	DIVISION	DIVISION NAME	DIVISION PRIORITY	DESCRIPTION	STRATEGIC GOAL	COST
3	V	Administrative Services	3	Robinson University Center Interior Renovation.		\$10,600,000
4	V	Administrative Services	4	Jacoby Dickens Center Renovation.		\$5,000,000
				<b>Total Other FY27 Capital Recommendations</b>		<b>\$15,600,000</b>
				<b>Total of All FY27 Other Operating and Capital Recommendations</b>		<b>\$16,765,000</b>



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#### V. BUDGET RECOMMENDATIONS OBSERVATIONS

The UBC voted on each request and the most critical needs represented the higher priority. The University-Wide requests remain the highest priorities. The third priority for FY27 is the one-time funding to contract with an enrollment data analyst to assist with the development of a strategic enrollment management plan and financial aid leveraging model.

Other higher priorities include the critical need for utility vehicles, chairpersons and faculty for Business, Social Work and Psychology.

Other top priorities include:

- The Laptop Loaner/Leasing Program.
- Annual funding of lieutenants, police officers, and security officers.
- The design, printing, assembling, and mailing of admissions materials.
- The purchase of a large box truck used by the Movers on and off campus, replacing the current one which is unsafe.
- Contract+, a contract lifecycle management solution and an additional module within Jaggaer/CSU Buy.
- The hiring of a coordinator for adult learners.
- Annual funding to support a consultant for Internal Audit to cover internal audits performed.

The UBC agrees that the University must prioritize the need to assist students, support the safety of students, staff, and constituents, support actions that will increase enrollment and assist staff in the efficient management of records and procedures as required by a State institution.

- Vice President Rodriguez addressed the need to support analytics that will assist in improving enrollment numbers and leveraging a financial aid model.
- Vice President Latimer Williams supported the leasing of laptops which will keep the University's equipment updated, compliant with the most recent technology and cyber security protection. Vice President Latimer Williams also supported the Contract + module as an electronic storage system of contracts in one place that includes a notification of when contracts will be expiring.
- Vice President Holmes expressed the critical need for the replacement of older work vehicles that are unsafe as well as the need to update the vehicles with add-on equipment that will assist in inclement weather rather than having to contract out for a particular service.



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- Vice President Feist Price stressed the need for a coordinator of the adult learner population and the need to provide on-campus activities and interests for those returning to the classroom after establishing a family. She also emphasized the critical need for chairpersons in the College of Business, faculty for business, social work, and psychology.
- The Chief of Staff, representing the President's Office, stressed the critical need for a consultant to support the internal audit process. The search continues for a permanent internal auditor, but current audit processes must be performed. Enforcing campus safety is another recommendation satisfied with the use of security officers to assist the current University Police staff with all the events happening on campus.

The table below displays a representation of the operating dollars requested per division for FY27.

DIVISION	TOTAL REQUESTED	PERCENT OF TOTAL REQUESTS
University-Wide Requests	2,156,900.00	40%
President's Office	1,214,000.00	22%
Academic and Student Affairs	650,000.00	12%
Financial Operations	450,000.00	8%
Enrollment Management	310,000.00	6%
Administrative Services	648,136.00	12%
<b>Total</b>	<b>5,429,036.00</b>	<b>100%</b>