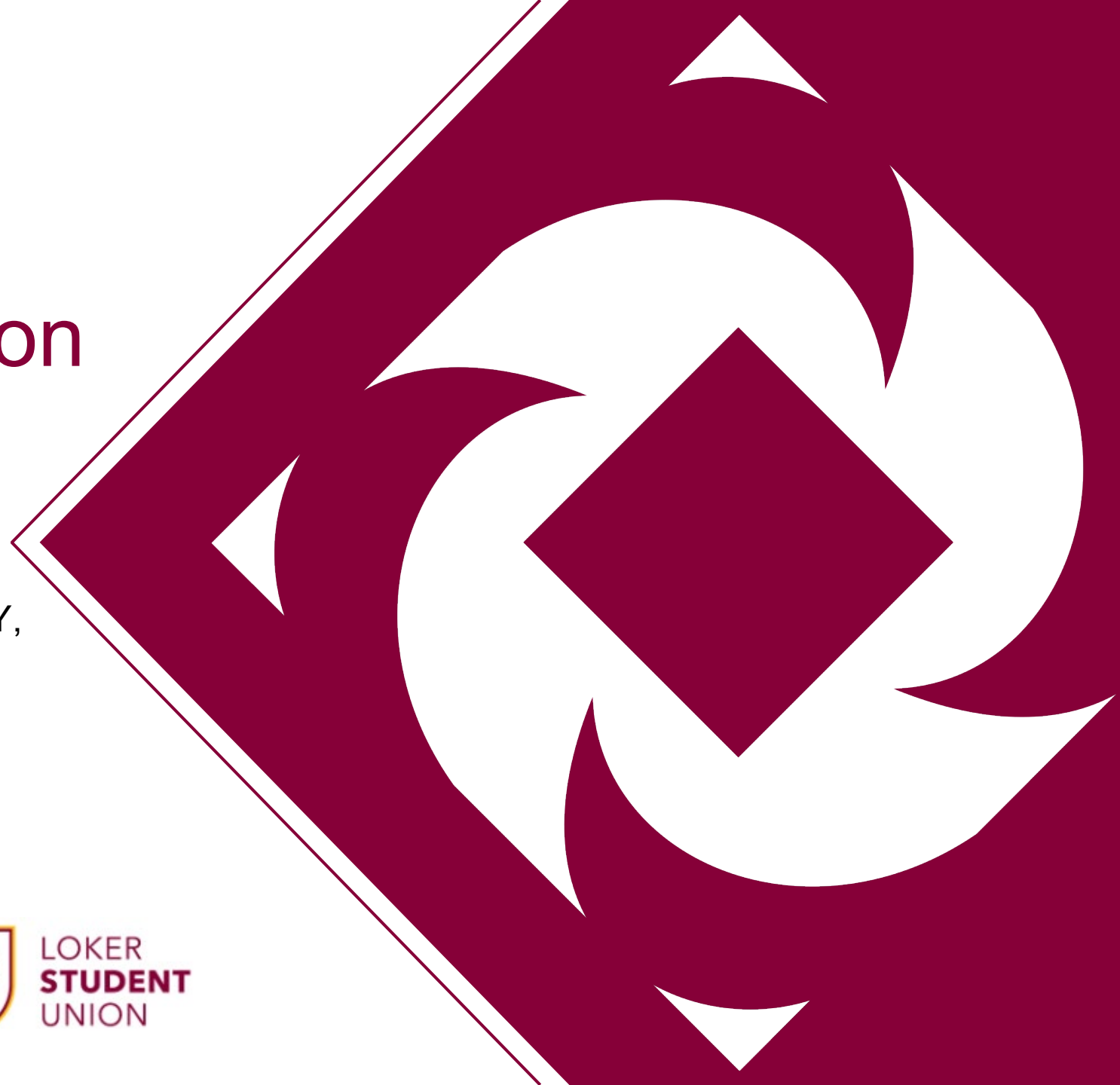


# Loker Student Union Strategic Planning

CALIFORNIA STATE UNIVERSITY,  
DOMINGUEZ HILLS

6/2/23



LOKER  
**STUDENT**  
UNION

# Agenda

JUNE 2, 2023

1

**Review of 22-23 Project**

2

**Competitive Context Considerations**

3

**Recommendations & Next Steps**

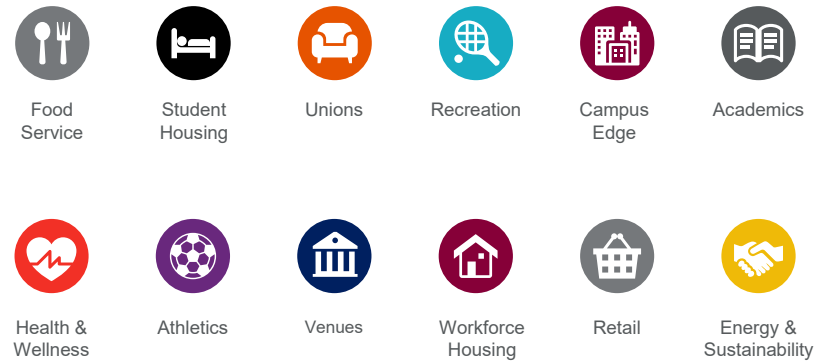
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# Review of 22-23 Project



# Project Team

- > **Megan Tagle Adams**, Director, Women's & Multicultural Resource Centers
- > **Jay Bond**, University Consultant
- > **Deborah Brandon, Ph.D.**, Associate Vice President, Enrollment Management
- > **Tony Jake**, Associate Vice President, Finance & Business
- > **Miguel Juarez**, LSU Board of Directors Student-At-Large
- > **Alexander Lan-Powell**, LSU Board of Directors Chairperson
- > **Jaime Leal**, Assistant Director of Business Services, LSU
- > **Alana Olschwang**, Associate Vice President, University Effectiveness, Planning, and Analytics
- > **Cecilia Ortiz**, Executive Director, LSU
- > **Emilyn Rangel**, LSU Board of Directors Vice Chairperson
- > **Matthew Smith, Ph.D.**, Associate Vice President of Student Life, Dean of Students
- > **John Stigar**, Assistant Director of Facility Operations, LSU
- > **Amy Torres**, Administrative Assistant, LSU



**PAUL BRAILSFORD**  
CEO



**MATT BOHANNON**  
Vice President



**LAURA KANE**  
Associate



**MICHAEL SHROCK**  
Project Analyst

# Key Questions

- › What is the mission and vision of the Loker Student Union?
- › How well does the LSU achieve strategic objectives?
- › What levels of demand are present for expanded programs and services from CSUDH students?
- › What are the long-term facility priorities of the LSU?
- › What are the capital and on-going costs for an expanded LSU?
- › How can deferred maintenance be addressed in a viable financial plan?
- › What level of student fees are necessary to support the project and deferred maintenance planning?

## PROJECT CONSIDERATIONS

*What is informing our decisions?*

### **Evolving Needs of Students**

- Post-pandemic considerations, generational shifts in needs

### **Transparency with Campus Community**

- Utilizing input from community stakeholders
- Fee discussions to be comprehensive to account for variable external factors

### **Debt Service Coverage Ratio**

- Measure of cash flow available to pay current debt obligations

### **External Factors**

- Enrollment
- Escalation Costs
- Construction Concerns (Cost & Code)
- Interest Rates & Inflation

# 22-23 CSU Fee Comparison with LSU Concepts

	Ranked by total Fees	(Union + Rec) Student Center	Total Mandatory Fees	Total Enrollment (2022)	
CONCEPT 1A	1	San Luis Obispo	\$813	\$4,890	21,778
CONCEPT 2	2	San Diego	\$864	\$2,432	36,637
	3	Sonoma	\$920	\$2,318	6,483
CONCEPT 1B	4	Chico	\$910	\$2,230	13,840
	5	San Jose	\$773	\$2,157	32,432
	6	Humbolt	\$246	\$2,122	5,858
	7	Stanislaus	\$648	\$1,994	9,738
Rec Center Fee	8	San Marcos	\$630	\$1,986	13,469
	9	Sacramento	\$838	\$1,742	30,883
	10	San Bernardino	\$920	\$1,734	19,467
	11	Pomona	\$808	\$1,696	27,173
	12	Bakersfield	\$602	\$1,566	9,261
	13	San Francisco*	\$508	\$1,562	25,046
	14	Monterey Bay	\$700	\$1,551	6,539
	15	Maritime*	\$250	\$1,378	808
	16	Northridge**	\$632	\$1,322	36,123
	<b>17</b>	<b>Dominguez Hills</b>	<b>\$342</b>	<b>\$1,322</b>	<b>15,530</b>
	18	Fullerton	\$312	\$1,271	39,729
	19	East Bay	\$360	\$1,242	12,080
	20	Long Beach	\$440	\$1,146	38,270
	21	Channel Islands	\$324	\$1,060	5,643
	22	Los Angeles	\$275	\$1,057	26,027
	23	Fresno	\$242	\$921	23,929



# 2

## Competitive Context Considerations



# Competitive Context

## ENROLLMENT CONSIDERATIONS

**Competition for high school graduates in the greater LA region is increasing**

- Population Growth
  - 1.2% in California
  - .55% in LA County

Institution	Enrollment Change since 2020
East Bay	-17%
Dominguez Hills	-12%
Northridge	-7%
Fullerton	-4%
Long Beach	-3%

California State University Enrollment Dashboard

EAST BAY



FULLERTON



LONG BEACH



NORTHRIDGE





# Competitive Context

## PEER COMPARISON – UNION / REC FEES

### Cal State East Bay

**Proposed \$100 / semester increase**

- Operational Adjustment **only**
- Reinstate programs and services reduced over the years due to budget
- Combined with recreation center
- **Alternative Consultation**

### CSU Fullerton

**Proposed \$440 / semester increase**

Project opening 2027

- Wellness, basic needs focus
- 28k new SF / 129k reno SF
- Combined with recreation center
- **Alternative Consultation**

### Cal State Long Beach

**Proposed \$255 / semester increase**

Project opening 2028

- Wellness, cultural identity centers, basic needs, dining focus
- 50,000 new SF / 154k reno SF
- **Alternative Consultation**

### CSU Northridge

**Reevaluating timing of \$125/semester increase**

- Approved in 2019
- Basic needs suite, deferred maintenance
- Currently in analysis and student / stakeholder engagement phase
- **Referendum**

EAST BAY

CFAC  
APPROVED

FULLERTON

SFAC  
APPROVED

LONG BEACH

SFAC  
APPROVED

NORTHRIDGE

UNDER  
STUDY

# Current CSU Fee Comparison

Union + Rec	2023 Rank	2028 Rank
<b>Dominguez Hills</b>	<b>17</b>	<b>11</b>
East Bay	16	17
Northridge**	11	14
Fullerton	19	1
Long Beach	15	2

Total Mandatory Fees	2023 Rank	2028 Rank
<b>Dominguez Hills</b>	<b>17</b>	<b>10</b>
East Bay	19	18
Northridge**	16	20
Fullerton	18	6
Long Beach	20	14

Ranked by Total Fees	(Union + Rec) Student Center	Student Body Fee	Total Mandatory Fees	Total Enrollment (2022)
1 San Luis Obispo	\$813	\$368	\$4,890	21,778
2 San Diego	\$864	\$70	\$2,432	36,637
3 Sonoma	\$920	\$278	\$2,318	6,483
4 Chico	\$910	\$152	\$2,230	13,840
5 San Jose	\$773	\$201	\$2,157	32,432
6 Humbolt	\$246	\$117	\$2,122	5,858
7 Stanislaus	\$648	\$172	\$1,994	9,738
8 San Marcos	\$630	\$150	\$1,986	13,469
9 Sacramento	\$838	\$156	\$1,742	30,883
10 San Bernardino	\$920	\$129	\$1,734	19,467
11 Pomona	\$808	\$127	\$1,696	27,173
12 Bakersfield	\$602	\$419	\$1,566	9,261
13 San Francisco*	\$508	\$108	\$1,562	25,046
14 Monterey Bay	\$700	\$96	\$1,551	6,539
15 Maritime*	\$250	\$210	\$1,378	808
<b>16 Northridge**</b>	<b>\$632</b>	<b>\$238</b>	<b>\$1,322</b>	<b>36,123</b>
<b>17 Dominguez Hills***</b>	<b>\$342</b>	<b>\$135</b>	<b>\$1,322</b>	<b>15,530</b>
<b>18 Fullerton</b>	<b>\$312</b>	<b>\$172</b>	<b>\$1,271</b>	<b>39,729</b>
<b>19 East Bay</b>	<b>\$360</b>	<b>\$129</b>	<b>\$1,242</b>	<b>12,080</b>
<b>20 Long Beach</b>	<b>\$440</b>	<b>\$136</b>	<b>\$1,146</b>	<b>38,270</b>
21 Channel Islands	\$324	\$150	\$1,060	5,643
22 Los Angeles	\$275	\$54	\$1,057	26,027
23 Fresno	\$242	\$69	\$921	23,929

\*San Francisco and Maritime Rec Center Fees have been removed from Materials Service and Facilities to Student Center for comparison purposes.

\*\* Northridge will have a fee increase due to new facilities opening.

\*\*\* Dominguez Hills Rec Center Fee \$430 will start 2028

# CSU Fee Comparison

## CURRENT VS. PROJECTED

2022-2023	(Union + Rec) Student Center	Total Mandatory Fees	Total Enrollment (2022)
1 San Luis Obispo	\$813	\$4,890	21,778
2 San Diego	\$864	\$2,432	36,637
3 Sonoma	\$920	\$2,318	6,483
4 Chico	\$910	\$2,230	13,840
5 San Jose	\$773	\$2,157	32,432
6 Humboldt	\$246	\$2,122	5,858
7 Stanislaus	\$648	\$1,994	9,738
8 San Marcos	\$630	\$1,986	13,469
9 Sacramento	\$838	\$1,742	30,883
10 San Bernardino	\$920	\$1,734	19,467
11 Pomona	\$808	\$1,696	27,173
12 Bakersfield	\$602	\$1,566	9,261
13 San Francisco*	\$508	\$1,562	25,046
14 Monterey Bay	\$700	\$1,551	6,539
15 Maritime*	\$250	\$1,378	808
<b>16 Northridge**</b>	<b>\$632</b>	<b>\$1,322</b>	<b>36,123</b>
<b>17 Dominguez Hills</b>	<b>\$342</b>	<b>\$1,322</b>	<b>15,530</b>
<b>18 Fullerton</b>	<b>\$312</b>	<b>\$1,271</b>	<b>39,729</b>
<b>19 East Bay</b>	<b>\$360</b>	<b>\$1,242</b>	<b>12,080</b>
<b>20 Long Beach</b>	<b>\$440</b>	<b>\$1,146</b>	<b>38,270</b>
21 Channel Islands	\$324	\$1,060	5,643
22 Los Angeles	\$275	\$1,057	26,027
23 Fresno	\$242	\$921	23,929

2028-2029 (in 2023\$\$)	(Union + Rec) Student Center	Total Mandatory Fees	Total Enrollment (2022)
1 San Luis Obispo	\$813	\$4,890	21,778
2 San Diego	\$864	\$2,432	36,637
3 Sonoma	\$920	\$2,318	6,483
4 Chico	\$910	\$2,230	13,840
5 San Jose	\$773	\$2,157	32,432
<b>6 Fullerton</b>	<b>\$1,192</b>	<b>\$2,151</b>	<b>39,729</b>
7 Humboldt	\$246	\$2,122	5,858
8 Stanislaus	\$648	\$1,994	9,738
9 San Marcos	\$630	\$1,986	13,469
<b>10 Dominguez Hills</b>	<b>\$772</b>	<b>\$1,752</b>	<b>15,530</b>
11 Sacramento	\$838	\$1,742	30,883
12 San Bernardino	\$920	\$1,734	19,467
13 Pomona	\$808	\$1,696	27,173
<b>14 Long Beach</b>	<b>\$950</b>	<b>\$1,656</b>	<b>38,270</b>
15 Bakersfield	\$602	\$1,566	9,261
16 San Francisco*	\$508	\$1,562	25,046
17 Monterey Bay	\$700	\$1,551	6,539
<b>18 East Bay</b>	<b>\$560</b>	<b>\$1,442</b>	<b>12,080</b>
19 Maritime*	\$250	\$1,378	808
<b>20 Northridge**</b>	<b>\$632</b>	<b>\$1,322</b>	<b>36,123</b>
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\*San Francisco and Maritime Rec Center Fees have been removed from Materials Service and Facilities to Student Center for comparison purposes.

\*\* Northridge will have a fee increase due to new facilities opening.

# 3

## Recommendations & Next Steps

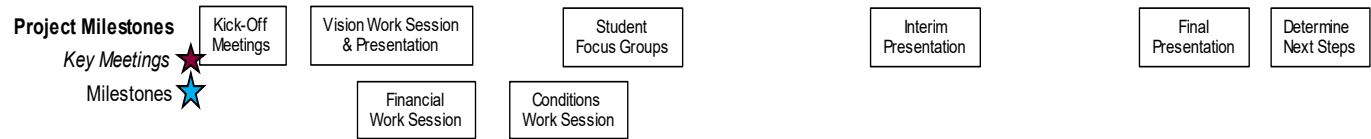
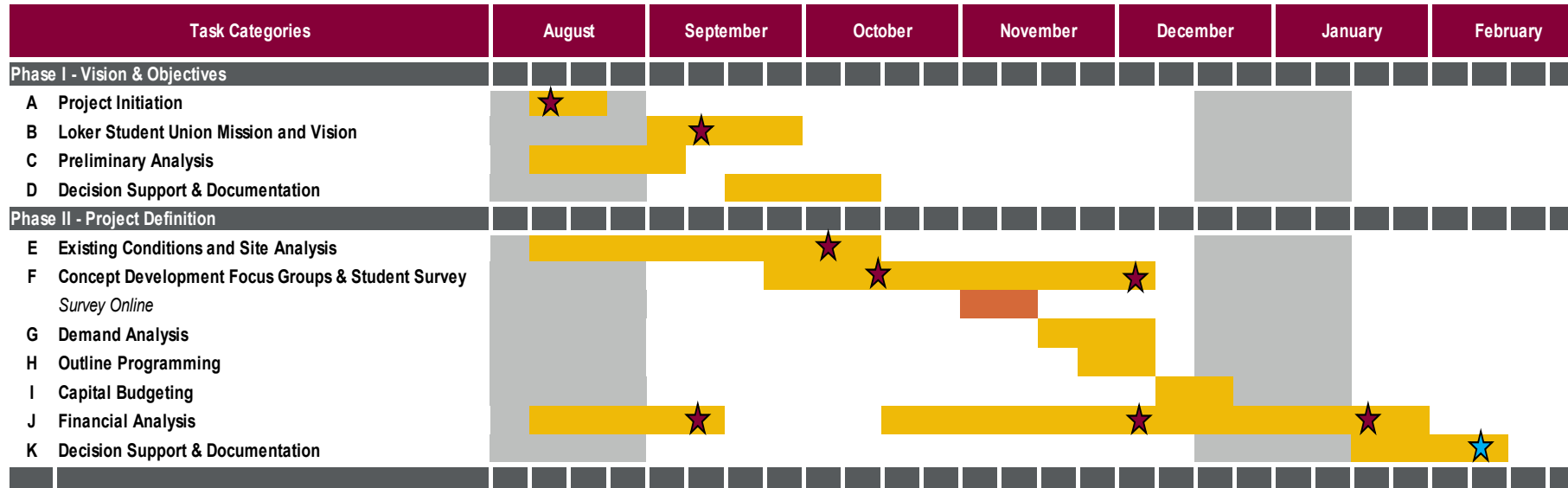


# Recommendations

- Continue campus engagement to solicit a broad range of feedback
- Engage with LPA architects to produce high-level concept renderings and further develop recommended building program
- Continue to refine financial analysis / value proposition
- Assemble LSU Project Team for Spring 2025 Campaign
  - Mobilize student leaders to champion LSU campaign
    - LSU Board Members
    - ASI Student Leaders
    - LSU Student Staff
    - RHA / Student Organization Leaders
  - Campus stakeholders
    - Administration and Finance
    - Student Affairs
    - Facilities Management & Operations

# Work-to-Date

## WHERE WE HAVE BEEN



### CAMPUS STAKEHOLDERS

- 3 stakeholder meetings
- 6 student focus groups
- 6 project team meetings

### STRATEGIC ASSET VISIONING

Develop value criteria for strategic decision-making in the categories:

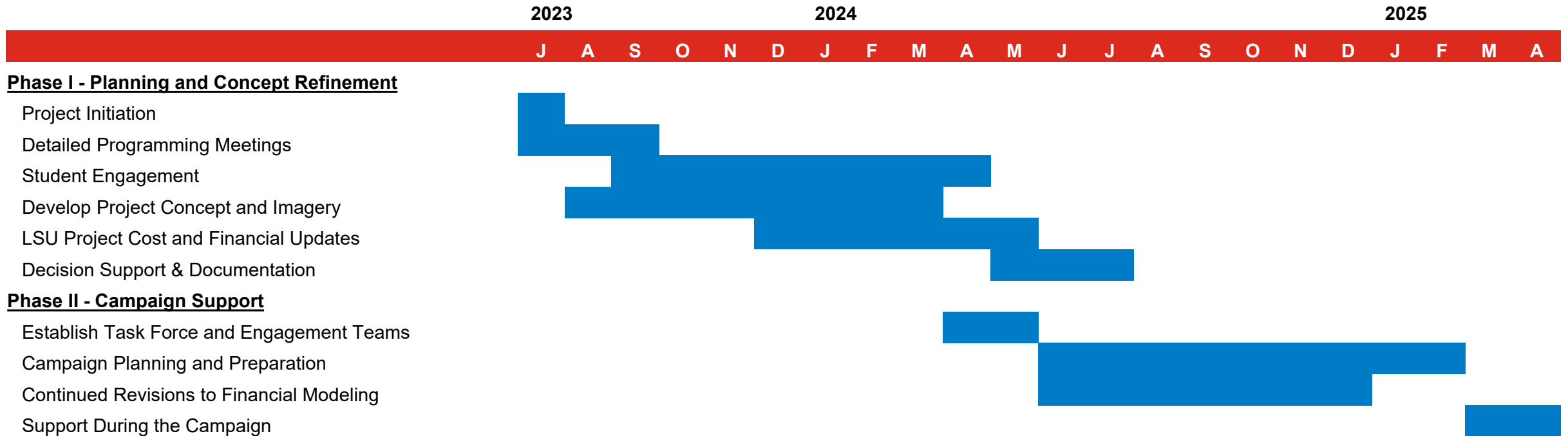
- EDUCATIONAL OUTCOMES
- CAMPUS COMMUNITY
- ENROLLMENT MANAGEMENT
- FINANCIAL PERFORMANCE
- ENVIRON. SUSTAINABILITY

### CAMPUS-WIDE STUDENT SURVEY

- December 7 -18
- 1,385 respondents
  - 95% confidence interval
  - +/- 3% margin of error

# Proposed Schedule

## WHERE WE ARE GOING





# CASE STUDY CSU LONG BEACH University Student Union





# CSU Long Beach USU

## CASE STUDY: HISTORY

### 2014: Failed referendum

- Proposed fee increase of \$155-\$165/semester
- Address infrastructure, reno, and ~65k sf new construction

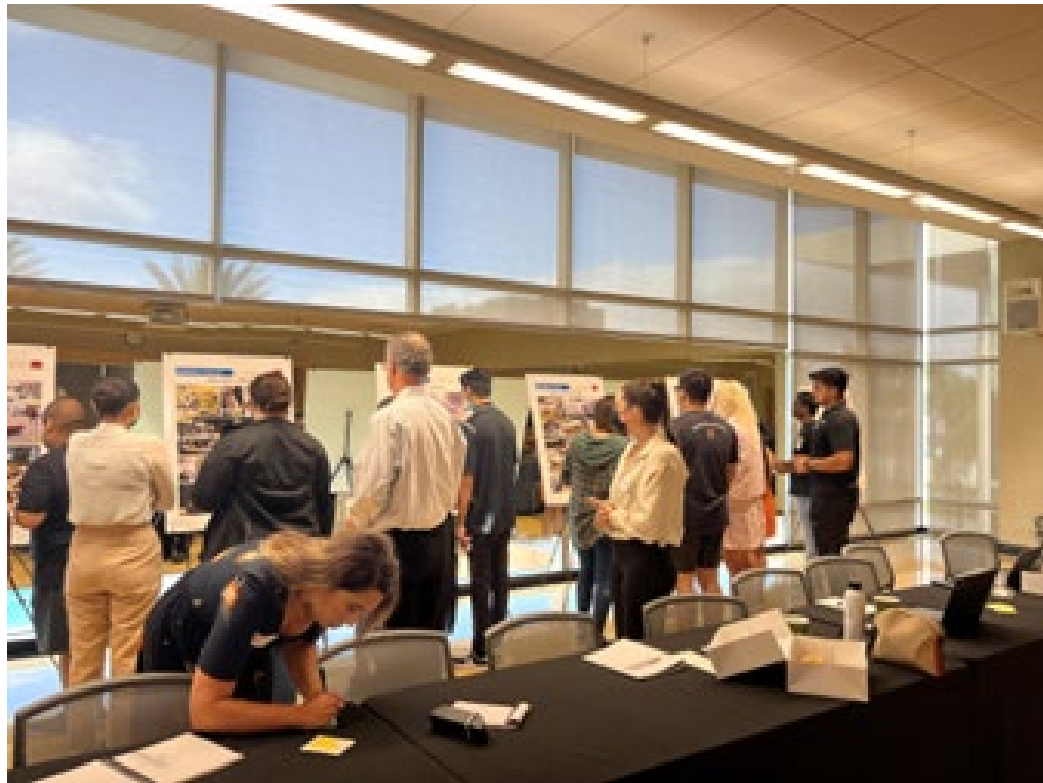
**2018: Emergency \$7M stop-gap measure** to address failing mechanical, electrical, and plumbing



# CSU Long Beach USU

## CASE STUDY: PROCESS

### Active Fee Campaign November 2022 – Feb 2023



# CSU Long Beach USU

## CASE STUDY: PROCESS

**700,000+ student touchpoints**  
**17,818 unique, active engagements**



# CSU Long Beach USU

## CASE STUDY: OUTCOME

### SFAC approval for \$255/semester fee increase

- \$302M Total Project Cost
- 50,000 new SF / 154k reno SF
- Opening Fall 2028 (fee increase Fall 2025)
- Address wellness, basic needs, dining, potential for cultural identity centers and career services inclusion



# Key Questions for Next Phase

- **What are the program space / program element needs in an improved LSU?**
- **What could improvements to the LSU look like?**
- **How can the improvements best optimize student demand, fee sensitivity, and program element needs?**
- **What are the best methods to engage students within the planning process?**
- **How can student input regularly impact conceptual planning efforts?**
- **How should student committees be structured for fee campaigns?**
- **What are the best methods to prepare for fee campaigns?**
- **How do we maintain the long-term financial stewardship over the LSU and what interim solutions may be needed prior to any improvement project?**



**Thank You**

