



University Budget Committee Meeting

DATE: Thursday, September 1, 2016

LOCATION: NEC Room – Administration Building, room 560

Members present:

Les Wong
Ronald Cortez
Shannon Deloso
Jennifer Summit
Robert Nava
Luoluo Hong
Pamela Howard
Darlene Yee-Melichar
Christina Sabee
Sheldon Gen
Sheldon Axler
Janet Remolona-Blecha

Members absent:

Linda Oubré
Troi Carleton

Call to order

A quorum was reached, and Les Wong, President, and UBC Co-chair, called the meeting to order at 2:05pm.

Introductions

President Wong welcomed all members and attendees present, then invited everyone in the room to introduce themselves and what department/division they work in.



Confirmation of new Committee members – Co-chair Les Wong

- Professor Christina Sabee for the 2016-2018 term
- Professor Sheldon Gen for the 2016-2019 term
- Professor Sheldon Axler for the 2016-2019 term
- Professor TBD for the 2016-2018 term
- Janet Remolona-Blecha, as Staff Representative until new one nominated

Discussion and Amendments of April 1st and July 6th, 2016 Minutes

- Amendments and editorial comments suggested
 - Amendments were approved as suggested.

Welcome & Announcements – Co-chairs Les Wong & Ron Cortez

- Campus Safety
 - Chancellor's retreat training, mock emergencies/situations, best practices
 - Where are your campus satellite phones?
 - Teams discussed improving information and safety training
- Student Success
 - SSGI – Student Success Graduation Initiative
 - This reflects a dramatic shift in our approach, culture, and processes and is a shared responsibility.
 - Budget, enrollment management, retention, graduation processes and approaches tied to budget
- Budget (VP Cortez to delve into more later in meeting)
- President Office Structure Reorganization
 - CAT (Campus Awareness Team) to augment communications and awareness of campus events, activities, potential threats or emergency situations where we need to be responsive
 - Group of 40 – Expansion of cabinet to meet 2X per semester
 - Ex: What's morale on campus?
 - Goal: Increase mid-management on campus to widen the scope of authority and responsibility
 - Increase transparency re: above



- VP Cortez's Budget Summary/Overview
 - Transparency is our focus
 - We've been working closely with the Provost's Office to figure out how our budget works. **
 - We've created a better framework to be able to see in detail where money is being spent and where its allocated to
 - We've had to absorb \$2.3 million
 - \$1.5 Million of one-time money to balance budget
 - Upcoming capital projects
 - Mashouf Wellness Center which is slated for May and will be the 3rd LEED Platinum building in the country
 - Put 1 time monies in budget
 - Strategic Issues Committee

Presentation: Academic Year 2016-2017 Enrollment Update – Vice President Luoluo Hong, Student Affairs & Enrollment Management

- ***(See presentation and attachments for further details)***
- Aspects that impact graduation (see VP Hong's handout)
- Goals given to SF State from the Chancellor's office (see VP Hong's handout)
- Closing the achievement gap
 - Underrepresented minorities
 - PELL Grant recipients
- Enrollment Projection Model *NOTE: Just a snapshot, not a prediction, this is real time
 - **PRES WONG** → Enrollment will continue to fluctuate throughout the year. A deficit in enrollment, however, costs the campus \$3 Million
 - **VP HONG** → (Referencing chart handout) Fall is front-loaded, therefore we will have to work hard to reach similar enrollment numbers in the Spring
 - VPs will meet to discuss ways to meet FTE Target next Fall/Strategies
 - Trend Analysis – 15 yrs.
 - We've really struggled with meeting target last couple years (FY14/15)
 - Resident FTE is annualized* across terms
 - Summer session is included



- Last page/CHART** 3.6% below target still can be adjusted if we improve this spring.
- **SHELDON A.** → *Until 2009, all colleagues got FTE targets from Alan. If you went over you get a little more, if you went under you got a little less, the dean assigned those to departments. This led to budget cuts in 2009***... It was a good system to incentivize colleges to do well.*
- **PRES WONG** → *January interim, FTE's based on enrollment.*
- **SHELDON A.** → *Resources were shifted*
- **PRES WONG** → *The rate of compensation varied across campus FTE's. However, the FTE is now currently stabilized*. We now have goals that are more enrollment based rather than being focused on the majors. We are growing in head count; however, the resident FTE has not been keeping pace with current targets (which the government keeps adding to every year).*
- **VP CORTEZ** → *CSU gives money based on enrollment numbers. Everyone historically given 1%. Ours currently is 1.5 mil for now based on enrollment*****
- **DARLENE Y-M.** → *Can we advise and move the undergraduate students into our own graduate programs? Do they help facilitate FTEs in stretch programs? (I.e. 4+1 programs)*
- **PRES WONG** → *Data models come in handy to identify who our students are:*
 - *Barely 12% of enrolled students are graduate level students*
 - *About 80%/vast majority are first time freshman*
 - *Retention #'s for 2nd, 3rd, 4th year are terrible*
- **SHELDON A.** → *Grad student #'s are way down. One option could be to grow classes without adding more professors to teach these classes.*
- **PRES WONG** → *Grad students need a more comprehensive package, however. GA-ships, TA-ships, Focus on retaining them, study areas, housing costs. We are at our lowest graduate student enrollment ever*. Perhaps a cultural shift on campus is needed?*
- **SHANNON D.** → *Hearing from students it is expensive, not having resources to scholarships, not a big focus on graduates, not being able to have assistance ships within the classes.*
 - *It's more about the amount that it costs to come here and stay*



Presentation: Fiscal Year 2016-2017 Statewide Budget Briefing –

Jay Orendorff

- (Please refer to pages 1-6 of “Fiscal Year 2016/2017 San Francisco State University Budget Briefing” PDF)

This file will be made available online as soon as it's made ADA compliant

Presentation: Fiscal Year 2016-2017 Budget Update – Co-chair Ron Cortez

- (Please refer to pages 8-43 of “Fiscal Year 2016/2017 San Francisco State University Budget Briefing” PDF. This file will be made available online as soon as it's made ADA compliant.)
- Operating budget posted online. Note: It's a working draft
- Will be posting more online over the next couple weeks
- Local Government model
- Total Expenditures
- See extra lines – Benefits
- **SHELDON A.** → 5/6 rate or a 6/6 rate?
- There will be additional volumes (5 total).
- The cabinets and divisions is the framework used to organize the budget. This also is helping us to measure where the money is going in order to make better decisions in the future.
- **VP HONG** → Note: Cabinet areas have shifted. If you didn't know the history, this may affect any trend analysis that happens
- **VP CORTEZ** → Budget jump**...perhaps of reorg/depts. Moving together
- **PRES WONG** → This way there is a clean distinction between general fund and others are slowly going away. Having it in a template lets you see what is what.
- **VP CORTEZ** → If we miss our target by 2%, we're okay. 1.5 Mil per percent we miss.....State appropriation Funding Fiscal Year 16/17**....Leave tuition on the table**...B-Memo from Chancellor's office around May revise, later we get one in July once the chancellors get their budget... B-Memo 3 is one time funding only (i.e. we cannot count on it for next year).
- (Refer to page 23?) We have 303 mil. In reality because we subtract 48M from the 351M**
- Projected transfer to colleges, people will know what is happening. **



- Proposal going forward for the next year – transfers**
- Other Trust Funds (pg. 26)
 - We wanted to present it in a way that people can read it, but still be tied to the budget**
 - Salaries are obligated** (i.e. 80-90% of people**)
 - Lottery Funds are low (pg. 29)
- Reminder: We have 2 Budgets: Operating Budget and Capital
 - Operating Budget
 - Capital Improvement Plan
 - Funding Sources
 - Upcoming projects: Mashouf Wellness Center, Creative Arts, New Science Building

Comments & Questions

- **SHANNON D.** → Added transparency is great, especially the way the budget is broken down with descriptions for each category, especially for students to understand.
- **SHELDON G.** → Applaud your effort, especially with the creation of the Strategic Issues committee to take on budget transparency. This is a large step towards what the community wants to achieve.
- **DARLENE Y-M.** → Also applaud you for your effort, it might be helpful to have hyperlinks to what each division is about.

Open Forum – No speakers

Adjournment – President Wong, Co-Chair

Please see below the proposed dates for 2016/2017 Committee Meetings:

- October 2016?
- Thursday, December 1, 2016, 2:00PM – 3:30PM, NEC Room
- Thursday, February 2, 2017, 2:00PM – 3:30PM, NEC Room
- Thursday, April 13, 2017, 2:00PM – 3:30PM, NEC Room
- July 2017?