



San Francisco State University

We Make Great Things Happen

University Budget Committee

July 2017

Agenda

- 1. Call to Order**
- 2. Welcome and Announcements (Ann Sherman)**
 - a. Approval of April 21st, 2017 Meeting Minutes**
- 3. Updating Committee Charge (Ann Sherman)**
 - a. Proposed new charter, ByLaws, Membership Terms**
 - b. Approve changes made last meeting to faculty terms**
- 4. Enrollment Update (since May 1st priority registration and deposits received) (Sutee Sujitparapitaya)**
- 5. Governor's Final Budget (Elena Stoian)**
- 6. Budget to Actuals and our Budgeting Assumptions for 2017/2018 (Elena Stoian)**
- 7. Strategic Salary Spreadsheet; Proactive Management-Initiated IRPs (Ann Sherman)**
- 8. Open Forum – Ten minutes, 3-minute limit per speaker**
- 9. Adjournment – next meeting date: September 2017 (date TBA)**

Announcements

Ann Sherman, Vice President & CFO (Interim)
Administration & Finance

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Updating the Committee Charge

The University Budget Committee (UBC) is charged with providing the President with advice and recommendations related to budget policy, planning, and review. Members of the UBC also serve to inform the University and community about budget matters, and bring to the administration concerns of the student, faculty and staff.

Operation

Specific tasks to be addressed by UBC include, but are not limited to:

- Long-Range Resource Planning
- Allocation of Resources
- Establishment and Allocation of Reserves
- Monitoring of Allocation-Expenditure Patterns

The current membership of UBC interprets its role in the above tasks as follows:

Long-Range Planning. The UBC should participate in the creation and periodic review of the University's long-range resource plan, and assist in setting University priorities.

Allocation of Resources. UBC recognizes historical constraints and supports the practicality of an incremental approach to allocation of resources. It is recommended that for a given year, an initial allocation of University funds be drafted by the President in consultation with the Vice Presidents and appropriate senior officers. It would then be the duty of the UBC to review the draft budget. The purpose of the review is to consider the relation of the proposed allocations to institutional goals and priorities. To assist in the process, senior officers would need to present their budget plans and answer questions about them. Based on the information presented, the UBC may recommend to the President approval of the plans or suggest modifications.

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Enrollment Update

*Presented by Sutee Sujitparapitaya
July 10, 2017*

 *Email: Sutee@sfsu.edu*



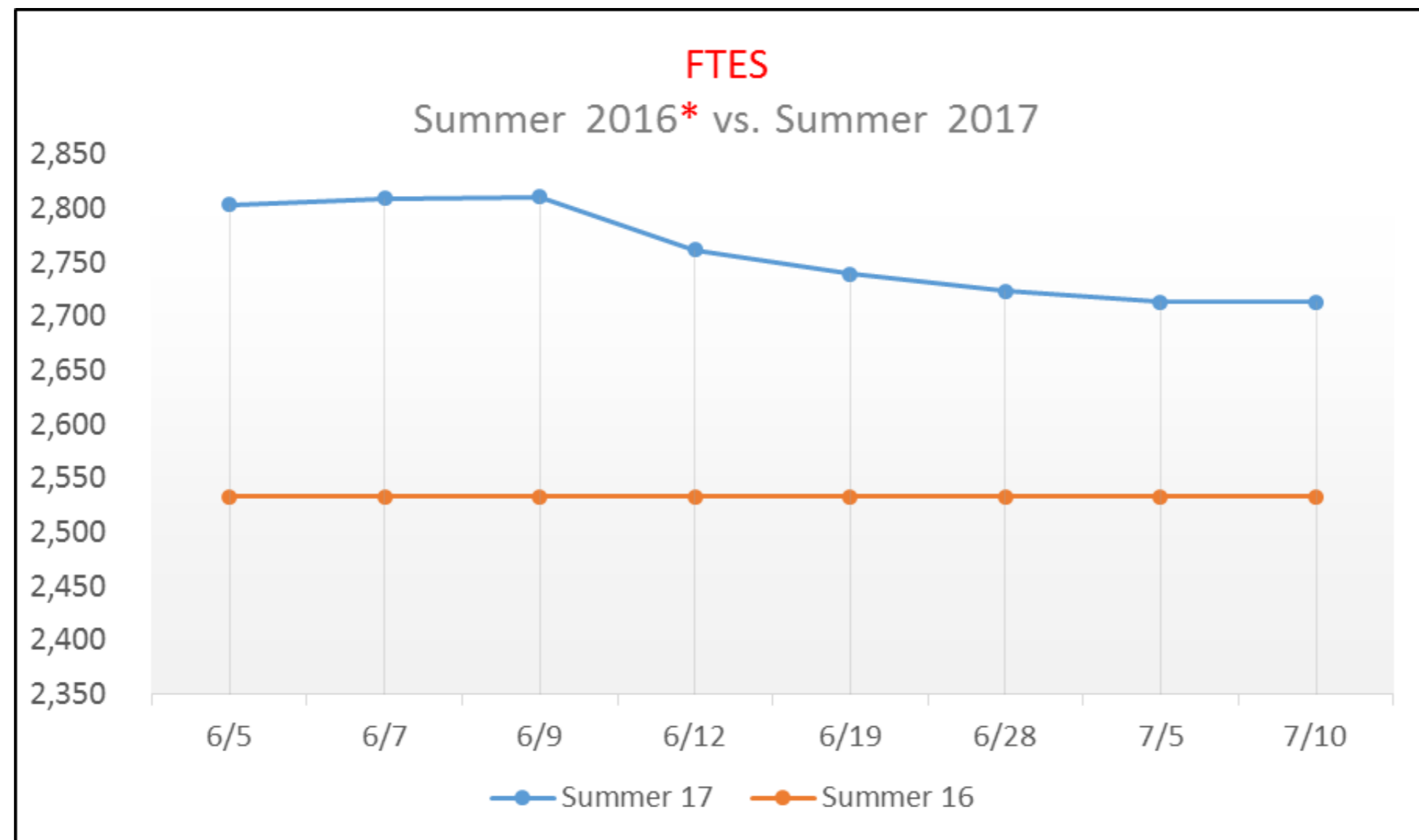
Presentation Outlines

2

- Summer Enrollment: Summer 2016 vs. Summer 2017
- New Undergraduates: Fall 2016 vs. Fall 2017
- CY 2017-18 Enrollment Projection

Summer Enrollment: Summer 2017 vs. Summer 2016

3



Registration Date (End of)	University Total					
	Headcount			FTES		
	Su16*	Su17	Diff	Su16*	Su17	Diff
Jun 5-1st Day for R1/R4	6,344	6,518	174	2,532	2,765	233
Jun 07	6,344	6,548	204	2,532	2,768	236
Jun 09	6,344	6,547	203	2,532	2,769	237
Jun 12	6,344	6,529	185	2,532	2,761	229
Jun 19-1st Day for R2	6,344	6,492	148	2,532	2,739	207
Jun 28	6,344	6,469	125	2,532	2,723	191
Jul 05	6,344	6,441	97	2,532	2,713	181
Jul 10-1st Day for R3	6,344	6,430	86	2,532	2,713	181

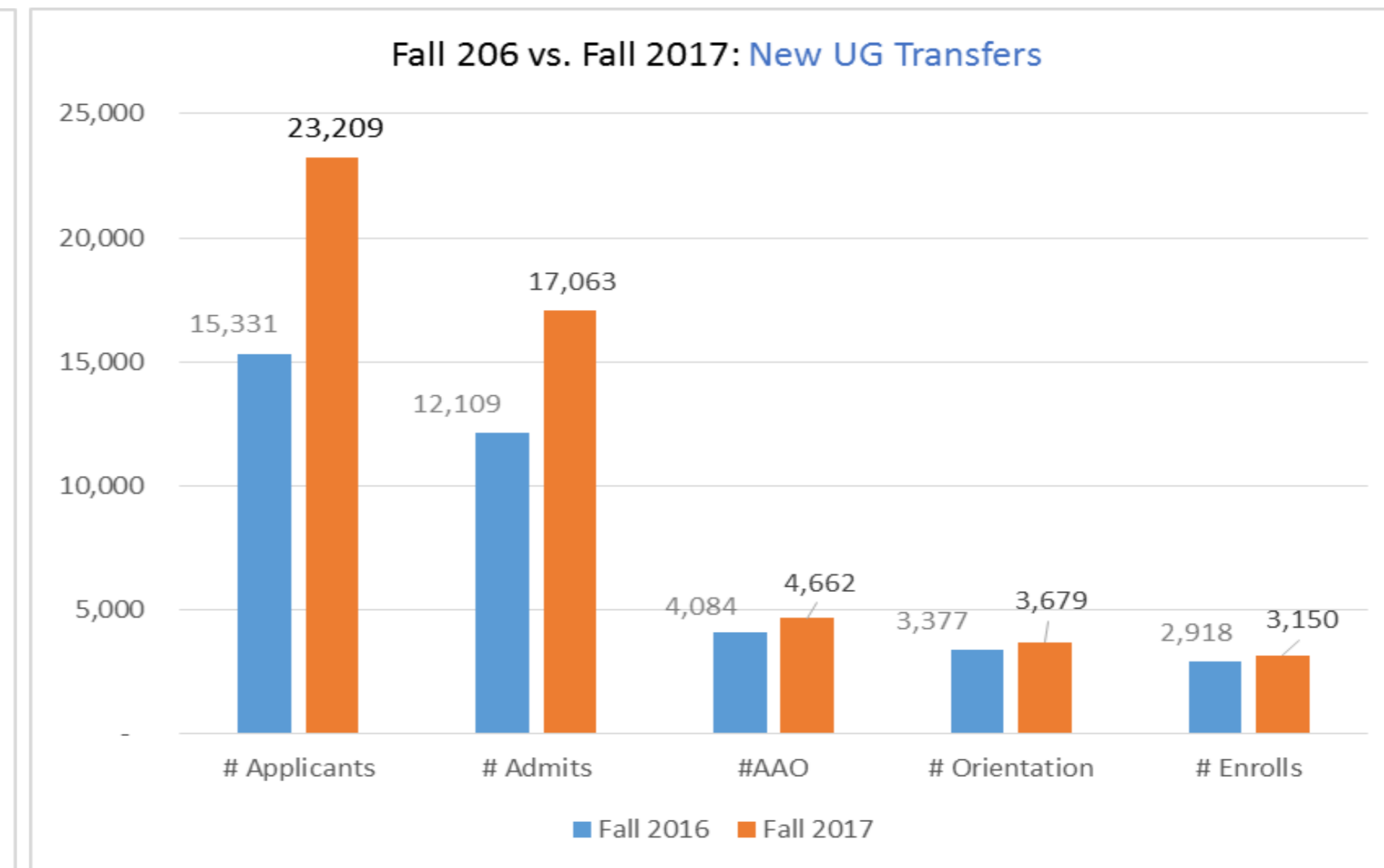
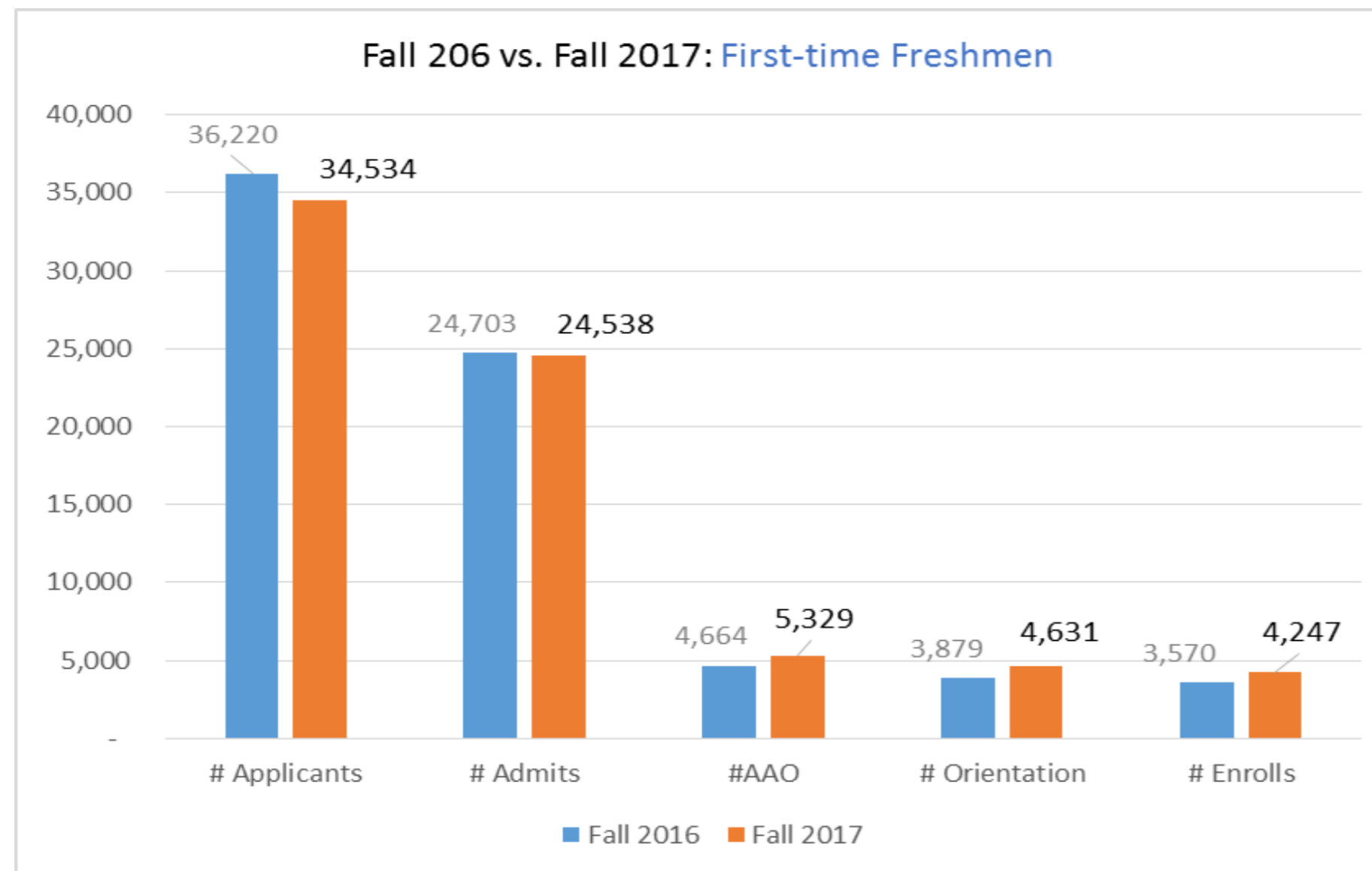
Headcount Enrollment			
	University Total		
	Su16*	Su17	Diff
Undergraduates	5,816	5,911	95
2BA/Pbac	25	119	94
Graduates	503	400	(103)
Total	6,344	6,430	86
FTES			
	University Total		
	Su16*	Su17	Diff
Undergraduates	2,320.9	2,512.0	191.1
2BA/Pbac	6.8	39.0	32.2
Graduates	204.7	162.0	(42.7)
Total	2,532.4	2,713.0	180.6
Average Unit Load			
	University Total		
	Su16*	Su17	Diff
Undergraduates	5.94	6.37	0.43
2BA/Pbac	3.88	4.94	1.06
Graduates	5.02	4.83	(0.19)
Total	5.86	6.25	0.39
<i>Su16* = Summer 2016 Census Enrollment</i>			

New Undergraduates: Fall 2016 vs. Fall 2017

(First-time Freshmen & New Undergraduate Transfers)

4

FTF		Admitted		AAO		Orientation		Enrolled		Overall Yield	
	Applicants	HC	Yield%	HC	Yield%	HC	Yield%	HC	Yield%	Applicants	Admitted
F17 (6/30/17)	35,534	24,538	69.1%	5,329	21.7%	4,631	86.9%	4,247	91.7%	12.0%	17.3%
F16 (census)	36,220	24,703	68.2%	4,664	18.9%	3,879	83.2%	3,570	92.0%	9.9%	14.5%
F17 vs F16	(686)	(165)	0.9%	665	2.8%	752	3.7%	677	-0.3%	2.1%	2.9%

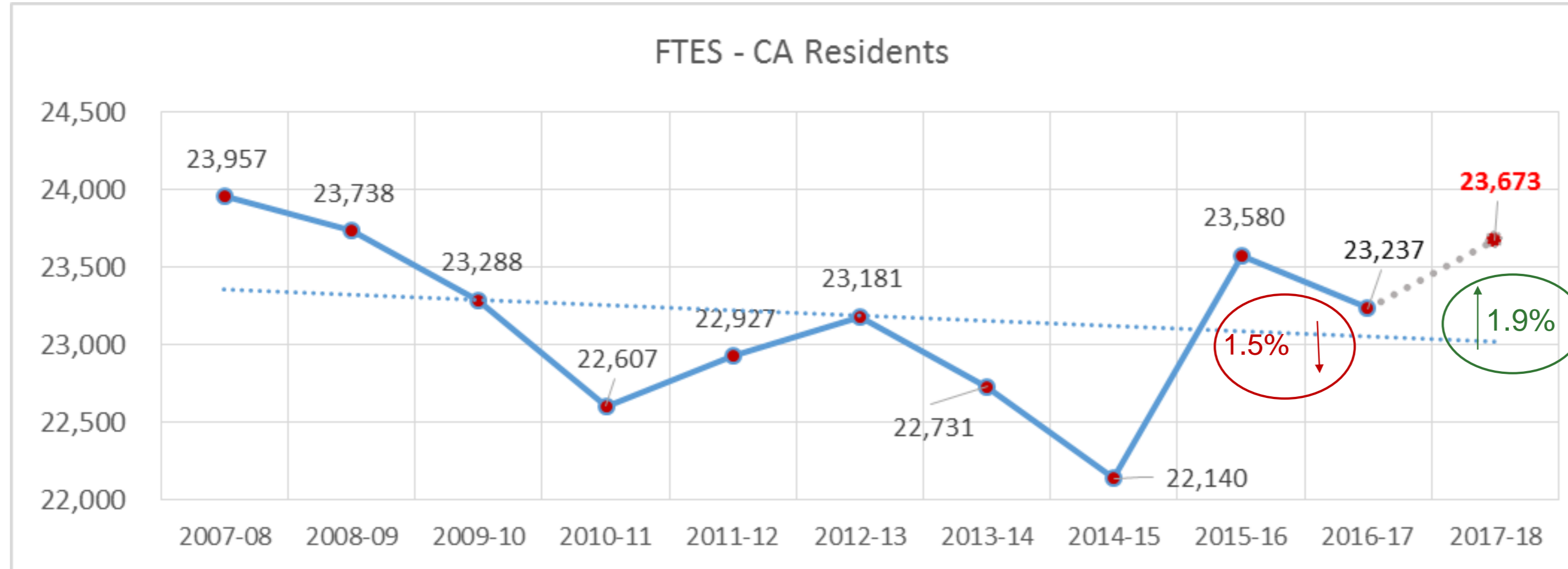


UG Transfers		Admitted		AAO		Orientation		Enrolled		Overall Yield	
	Applicants	HC	Yield%	HC	Yield%	HC	Yield%	HC	Yield%	Applicants	Admitted
F17 (6/30/17)	23,209	17,063	73.5%	4,662	27.3%	3,679	78.9%	3,150	85.6%	13.6%	18.5%
F16 (census)	15,331	12,109	79.0%	4,084	33.7%	3,377	82.7%	2,918	86.4%	19.0%	24.1%
F17 vs F16	7,878	4,954	-5.5%	578	-6.4%	302	-3.8%	232	-0.8%	-5.5%	-5.6%

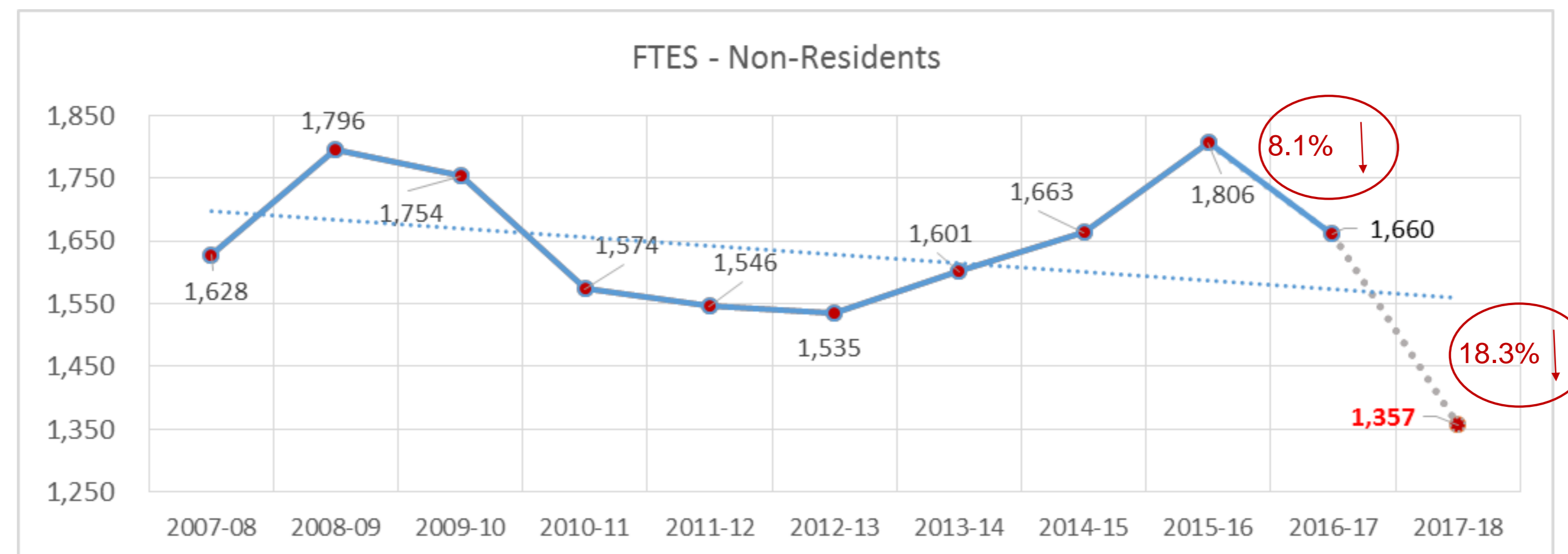
CY 2017-18 Projection

Assumptions:

- F17 First-time Freshmen = Actual Enrollment
- UG Transfers: CA Residents = (Actual F17 Admits * F16 Admit-to-Enroll Ratio); Non-Residents = (Actual F17 Applicants * F16 App-to-Enroll Ratios)
- F17 New Graduates = F16 Census Enrollment
- Summer 2017 = Preliminary Summer 2017
- Sp18 = Sp17



1.8% below
CO Target
(24,099 FTES)





Institutional Analytics

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Fiscal Year 2017/18 San Francisco State University 17/18 Budget Planning

**Elena Stoian, Executive Director
Budget Administration & Operations
Administration & Finance**

Summary of the Governor's 2017/18 State Budget

Budget Highlights

- \$125 billion spending plan (increased with \$3.7 billion)
- Increases Proposition 2 Rainy Day Fund to a total of \$8.5 billion (66% of goal)
- Pay-down wall of debt and liabilities by nearly \$1.8 billion
- Continue its reinvestment in education
 - ✓ Increase in Prop 98 Funding, \$3.1 billion, total budget \$74.5 billion
 - ✓ Funding increase for CSU and UC -\$13.4 billion
- Supporting Working Families- counteracting the effects of poverty
- Strengthening transportation infrastructure- improving state's streets, roads and transportation infrastructure

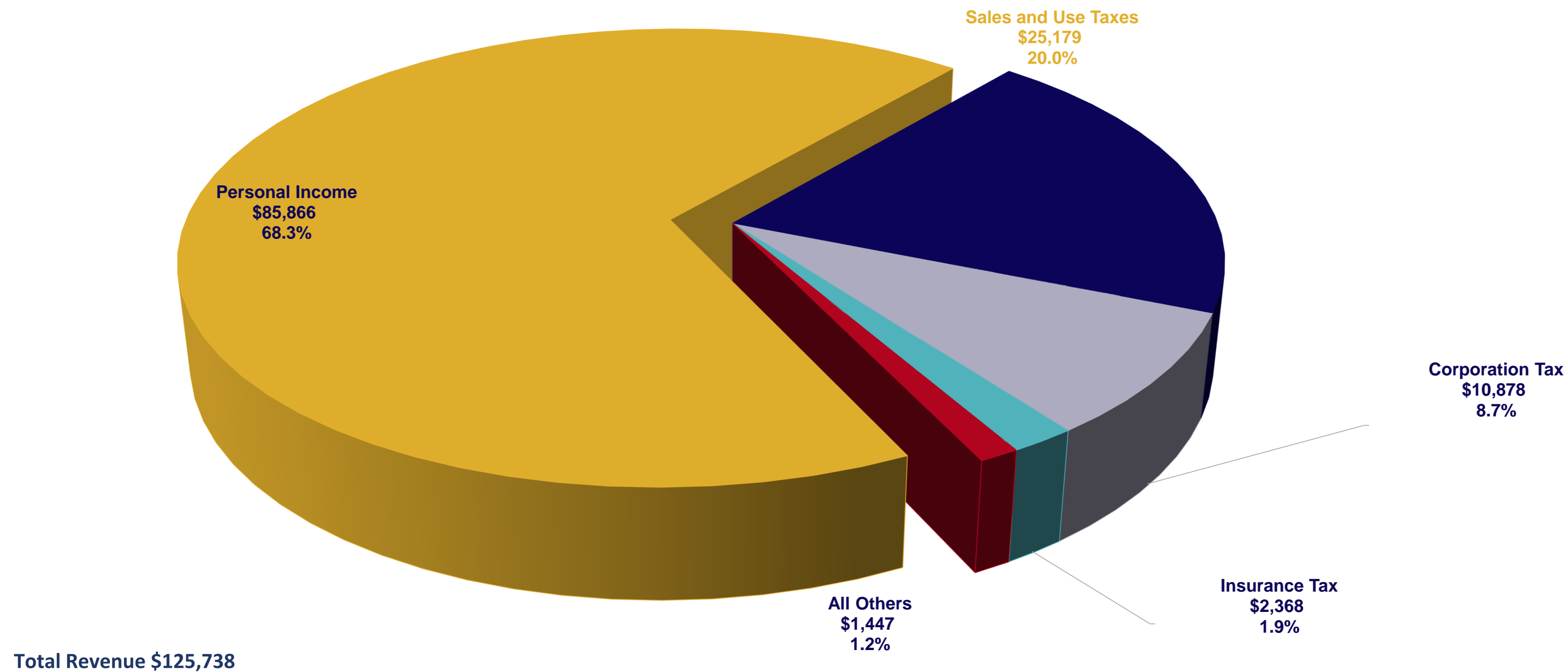
Summary of the Governor's 2017/18 State Budget

Remain Risks

- The Budget assumes the continued expansion of economy, another recession should be planned for.
Information released this week indicates an initial reduction in state income.
- Long-Term Liabilities: State continues to address other long-term cost pressures, debts, and liabilities
- World events will affect the fiscal outlook of California and potential fiscal impact of federal policy changes on California. Providing affordable healthcare is a priority for California residents.

Governor's Budget Act 2017/18 General Fund Revenue Source Forecast

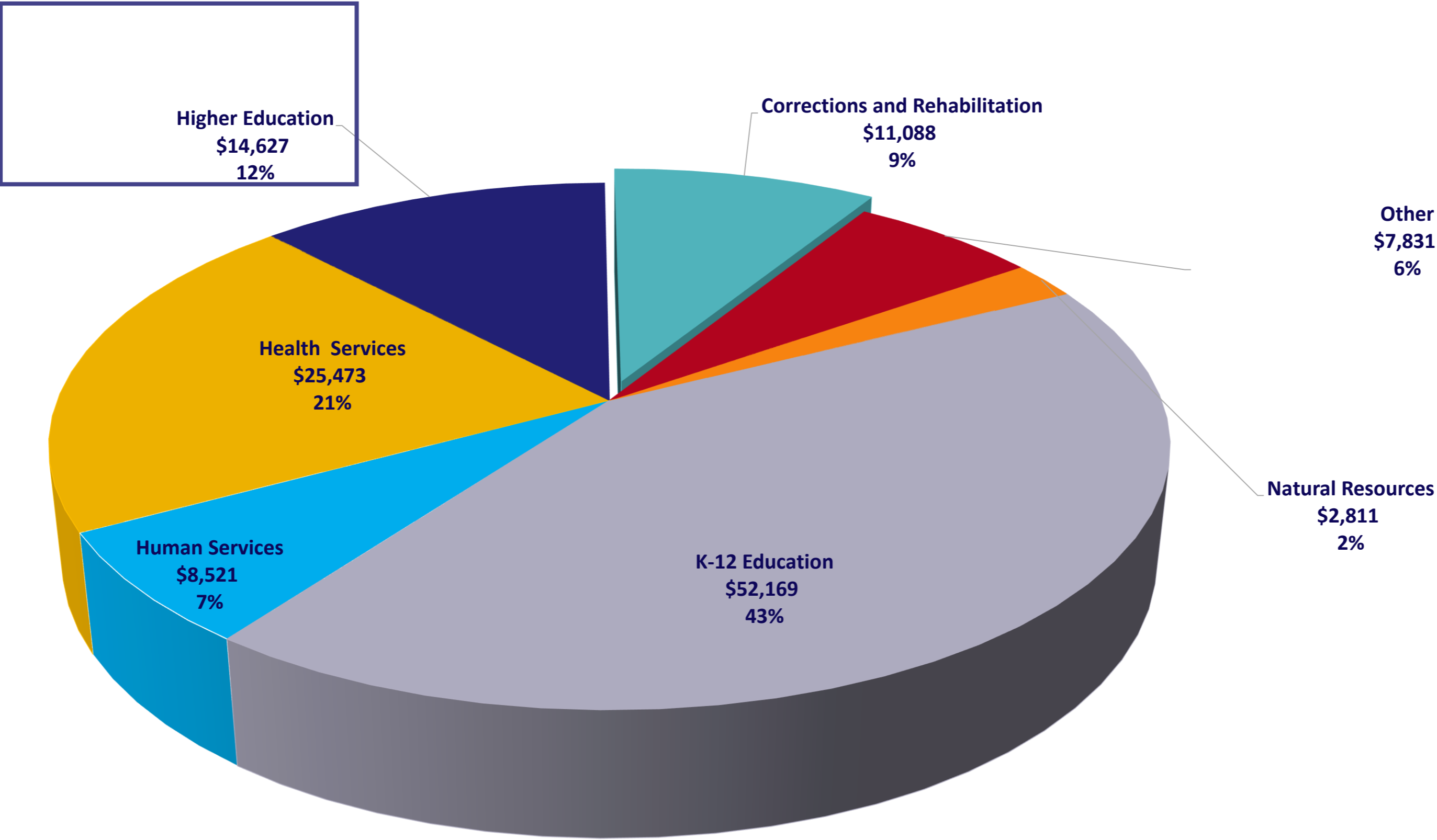
(Dollars in Millions)



Governor's Budget Act

2017/18 General Fund Expenditures by Agency

(Dollars in Millions)



Total Expenditures \$122,520

Fiscal Year 2017/18 California State University Budget Summary

Enacted Budget 2017

Governor's Enacted Budget

2016/17 California State University Budget

Budget Highlights

- \$182.2 million ongoing funding, part of the Governor's multi-year education funding plan
- Shift general obligation and lease revenue bond debt-service into CSU's budget. This both gives us more freedom of decisions, but also increases our risk and responsibilities
- Student success remains a major priority:
 - Improving graduation rates
 - Increasing the number of transfer students from community colleges
 - Increasing the number of degrees completed in a four-year timeframe

2017/18 Support Budget Incremental

(Dollars in Millions)

	CSU Support Budget	Governor's January Budget	Governor's Enacted Budget
Enrollment Growth FTE	3,616		2,487
Enrollment Growth (\$)	\$ 38.5		\$ 20.0
Graduation Initiatives	75.0		162.2
Compensation Current Contracts	139.1		
Compensation new contracts	55.1		
Academic facilities and Infrastructure	10.0		
Mandatory Cost Increases	26.0		
Total Base Budget Increase in State Support	\$343.7	\$162.2	\$182.2
<u>One-Time</u> Graduation Initiatives, equal opportunity programs, etc.			\$20.0
Total 17/18	\$ 343.7	\$ 162.2	\$202.2

Fiscal Year 2017/18 San Francisco State University Budget Assumptions Summary

Planning Budget 2017

2017/18 Leadership Priorities

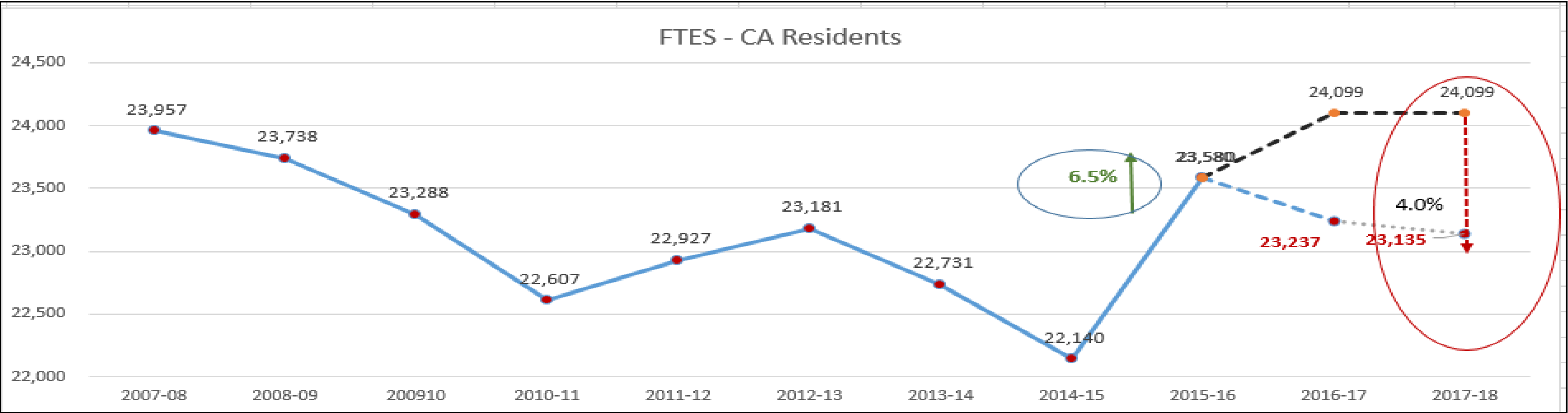
- Student Success and Graduation
- Transparency
- All funds budgeting
- Multi-year budgeting
- Reduction of redundancies and inefficiencies

2017/18 Funding Highlights

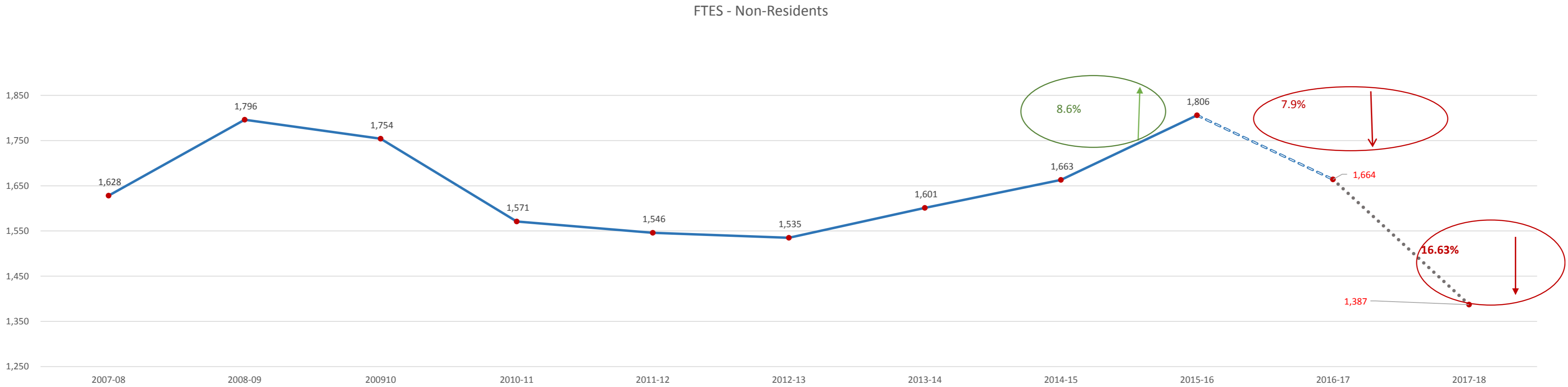
- Enrollment
- Student Graduation Initiatives-\$4.0 mil (three year plan-KPI)
- Funding the General Salary Increases for FY 17/18
- Reducing use of one-time monies to balance budget -- \$5 million (assuming 4% enrollment gap)
- Covered \$1.8 mil 16/17 deficit
- Next year, we planned on a balanced budget
- Funding One-Time Initiatives included in the cabinets carry forward
- Capital & Deferred Maintenance projects:
 - Facilities & Deferred maintenance-\$2.3 mil
 - Campus Master Plan -\$2.5 mil
 - BECA 2016- \$6 mil set-aside

Assumption:2017-18 Enrollment Projection

- Assumptions:
- New Students for Fall 2017 = (Fall 2017 Applications * Fall 2016 Yields)
 - New Students for Summer 2017 = Summer 2016
 - New Students for Spring 2018 = Spring 2017



~ 4.0 % below
CO Target
(24,099 FTES)



2017-18 SF State General Fund Budget Planning

B Memo 17-03

In thousands

Sources of Funds	Permanent
Mandatory Costs	\$207
Health	57
Dental (Surprising!)	150
2016-17 State Funded Retirement Adjustment	\$2,605
Employee Compensation (Current Contracts)	\$8,675
2017-18 General Fund Increase	\$11,487

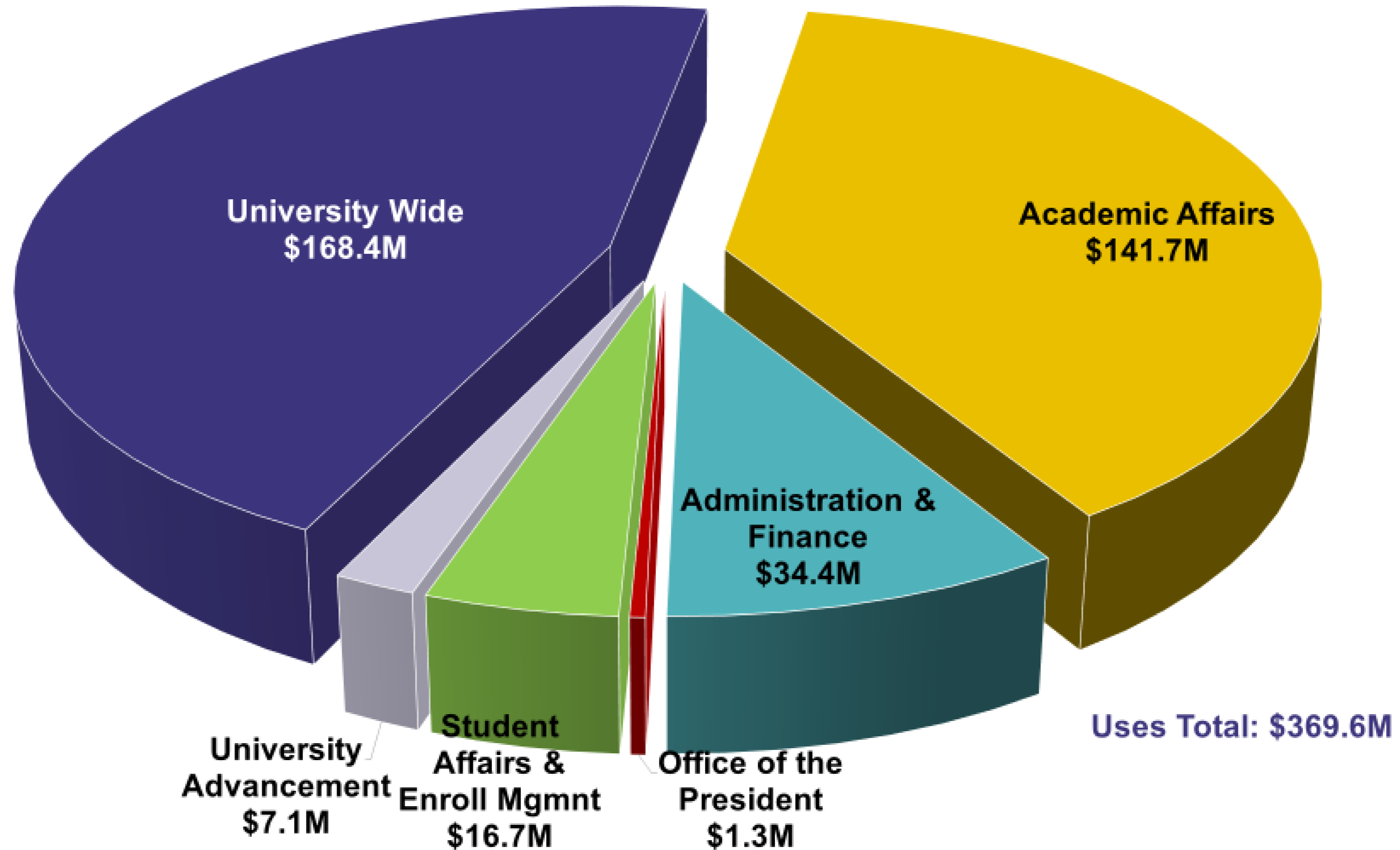
2017-18 SF State General Fund Budget Planning
B Memo 17-03 & Tuition Revenue Assumption

In millions

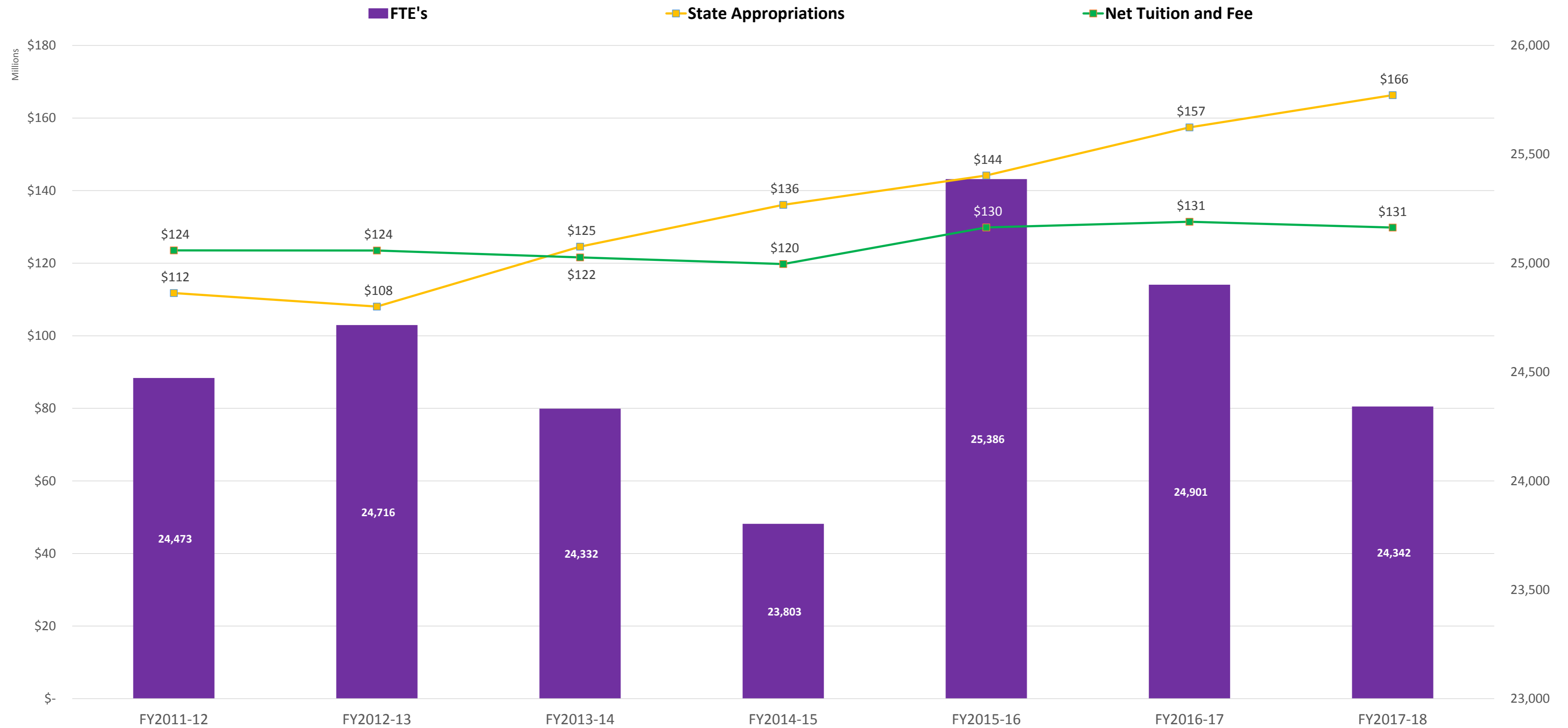
Sources of Funds	Permanent	One-Time	Total
Funded Retirement adjustment	2.6		2.6
Mandatory Cost (health, dental, GSI)	8.9		8.9
State Allocation	\$11.5		\$11.5
Tuition Increase (OT/P)		7.4	7.4
Estimated Tuition Revenue (4.0% lower)		-5.0	-5.0
Estimated Tuition Revenue		\$2.4	\$2.4
Graduation Initiatives 2025 (English/Math)		\$0.6	\$0.6
Total Anticipated Sources	\$11.5	\$3.0	\$14.5

San Francisco State University

Planning 2017-18 Operating Budget by Cabinet



State vs Net Tuition Revenue trend



SFSU Marginal Cost FY 2015-16

	A	B	(A+B)	C
Program	15-16 General Fund MC per FTE	15-16 Net Tuition MC per FTE	2015-16 Total MC Per FTES	2015-16 Total MC Per FTES (FIRMS)
Instruction	3,157	2,866	6,023	6,633
Research	-	-	-	4
Public Service	-	-	-	21
Academic Support	609	553	1,161	1,283
Student Services	537	488	1,025	1,133
Institutional Support	773	702	1,475	1,630
Operations & Maintenance	976	887	1,863	2,059
Student Financial Aid	-	-	-	
Total	6,052	5,495	11,547	12,763

- State Appropriation **(A)** = **\$142,709,859** for FY15-16 based on B 15-03
- Resident FTE = **23,581** based on 4th week census report
- http://www.calstate.edu/budget/enrollment_sufrev/2015-2016/?table=tbl_3_resident
- Net Tuition Revenue **(B)** = **\$129,576,547** (SUF + NRT – Doubtful Allowance – Financial Aid)
- **Column C** is based on **Actual FIRMS Data** on CSU Budget Office and reported resident FTEs
- The variance between (A+B) & C indicated the expenditure funded by other miscellaneous sources

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Strategic Salary Spreadsheet; Proactive Management-Initiated IRPs

Ann Sherman, Vice President & CFO (Interim)
Administration & Finance

Strategic Salary Spreadsheet

Driving consistency and fairness for staff positions
across SFSU

Summary of Concept

- Intended to provide leaders with information regarding IRP requests and budget planning
- Assesses equity through internal SFSU and CSU comparisons, pulled from SCO
- Assumes a minimum target of 90% of SFSU mid-point (average)
- Does not incorporate performance outcomes
- Provides a target and priority focus for leaders

Budget Planning

- As of May 2017, 141 employees were identified as being possible candidates for a management-initiated In-Range Progression, based on their salary being $<.9$. 230 employee salaries were >1.1 .
- Decision-makers were asked to identify their employees whose salaries were less than .9 and more than 1.1 of the SFSU mid-point.
- Should any identified employee's performance warrant retention, the budget planning process asked that units include a salary increase in their budget submission (minimum 5%).
- Those those salaries were greater than 1.1 are possible candidates for Re-classification. Salary should similarly be budgeted (minimum 5%).

How's it Look?

Div	Cab	Code	Grade	Title	F/T Rate	CSU	CSU Ratio	SFSU	SSU Ratio	FTE	Years
Business Operations	Administration & Finance	1038	1	Admin Analyst/Spclst 12 Mo		\$4,193.00	102%	\$4,217.00	101%	1.000000	11
Student Health Center	Stdnt Affrs & Enroll Mgmt	8166	1	Nurse Practitioner		\$8,405.00	109%	\$9,046.00	101%	1.000000	5
Division of Graduate Studies	Academic Affairs	1038	4	Admin Analyst/Spclst 12 Mo		\$7,091.50	100%	\$6,989.00	101%	1.000000	3
Budget & Risk Management	Administration & Finance	5284	1	Sr Budget Analyst		\$5,785.50	106%	\$6,047.00	101%	1.000000	1
Facilities Services	Administration & Finance	6524	1	Sprvsng Painter		\$5,920.00	102%	\$5,979.50	101%	1.000000	14
College of Liberal & Creative	Academic Affairs	1619	1	Instructional Support Tech III		\$5,166.00	106%	\$5,411.00	101%	1.000000	4
College of Liberal & Creative	Academic Affairs	1038	2	Admin Analyst/Spclst 12 Mo		\$4,690.00	107%	\$4,958.00	101%	1.000000	13
College of Science&Engineering	Academic Affairs	1619	1	Instructional Support Tech III		\$5,166.00	106%	\$5,411.00	101%	1.000000	11

Goal....

- To ensure that comparable jobs are paid at fair, comparable rates, across SFSU
- To provide sound rationale for objective decisions regarding salary and promotions
- To assess the degree of “inversion” and rate of salary change with incoming employees
- To provide leaders with information to be more proactive regarding salary decisions
- To apply and model the SFSU Values

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