



San Francisco State University

We Make Great Things Happen

University Budget Committee

September 12, 2017

Welcome to the new Academic 2017-2018 Year!

Today's Agenda

Welcome and Announcements (President Wong and VP Sherman)

Approval of July 12, 2017 Meeting Minutes

Updated Committee Charge and Membership (VP Sherman)

- a. Introduce AVP Fiscal Affairs, Jeff Wilson
- b. Introduce AVP Enrollment Management, Maria Martinez
- c. Introduce new UBC members
- d. Introduce Advisory members

Budget Advisory Committee (BAC) in Academic Affairs (Provost Summit)

State of the Budget and the SSGI Cost Estimate (VP Sherman & Elena Stoian)

Open Forum; Ten minutes, 3-minute limit per speaker

Upcoming UBC Meetings for 2017/2018:

- a. Friday, December 1, 2017, 10:00AM – 11:30AM
- b. Thursday, February 1, 2018, 2:00PM – 3:30PM
- c. April 2018 – TBD
- d. Summer 2018 - TBD

Adjournment; next meeting December 1, 2017

Updated Committee Charge & Welcome New Members

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

Jeff Wilson has joined Administration & Finance Affairs as Associate Vice President for Fiscal Affairs.



Jeff Wilson
Associate Vice President
Fiscal Affairs
Administration & Finance

Jeff Wilson is most recently the Senior Director for the Office of Faculty Research and Sponsored Programs at Sonoma State University. Under his leadership sponsored programs administration has transformed from an accounting and recordkeeping function to a one-stop, full-service organization dedicated to supporting SSU's faculty researchers, ensuring regulatory compliance, and maintaining fiscal responsibility.

Jeff has held leadership positions in the CSU research community and is an active member of the CSU Research Administration Committee and the National Council of Research Administrators. He is a frequent contributor to CSU policy development for sponsored programs and has presented at SSU, CSU and national meetings and conferences.

Jeff joined Sonoma State in 2006 as Senior Accountant for the Sonoma State Foundation, was promoted to Deputy Controller, Sponsored Programs Administration in 2008 and Senior Director in 2014. Prior to joining Sonoma State he worked in public accounting and consulting at Deloitte and cash management and treasury at Wells Fargo. He is a Certified Public Accountant. He received bachelor's degrees in accounting and commerce/business administration and a master's degree in marketing from The University of Alabama.



Maria L. Martinez has joined Student Affairs and Enrollment Management as Associate Vice President for Enrollment Management.

Prior to coming to SF State, Martinez served as university registrar at Cal Poly, Pomona for 13 years. Before that, she was a degree audit reporting system specialist at CSU Fullerton for nearly 16 years. Her various roles in enrollment management have given her a wealth of knowledge about the CSU as a system of higher education and a deep understanding of its culture.

Maria L. Martinez
Associate Vice President
Enrollment Management
Student Affairs & Enrollment Management

Budget Advisory Council

Division of Academic Affairs

Jennifer Summit

Provost and Vice President (Interim)



SF STATE

Aims

1. Increase budget transparency
2. Improve curricular planning
3. Align academic budget with strategic goals



History

In 2009 SF State cut 350 classes



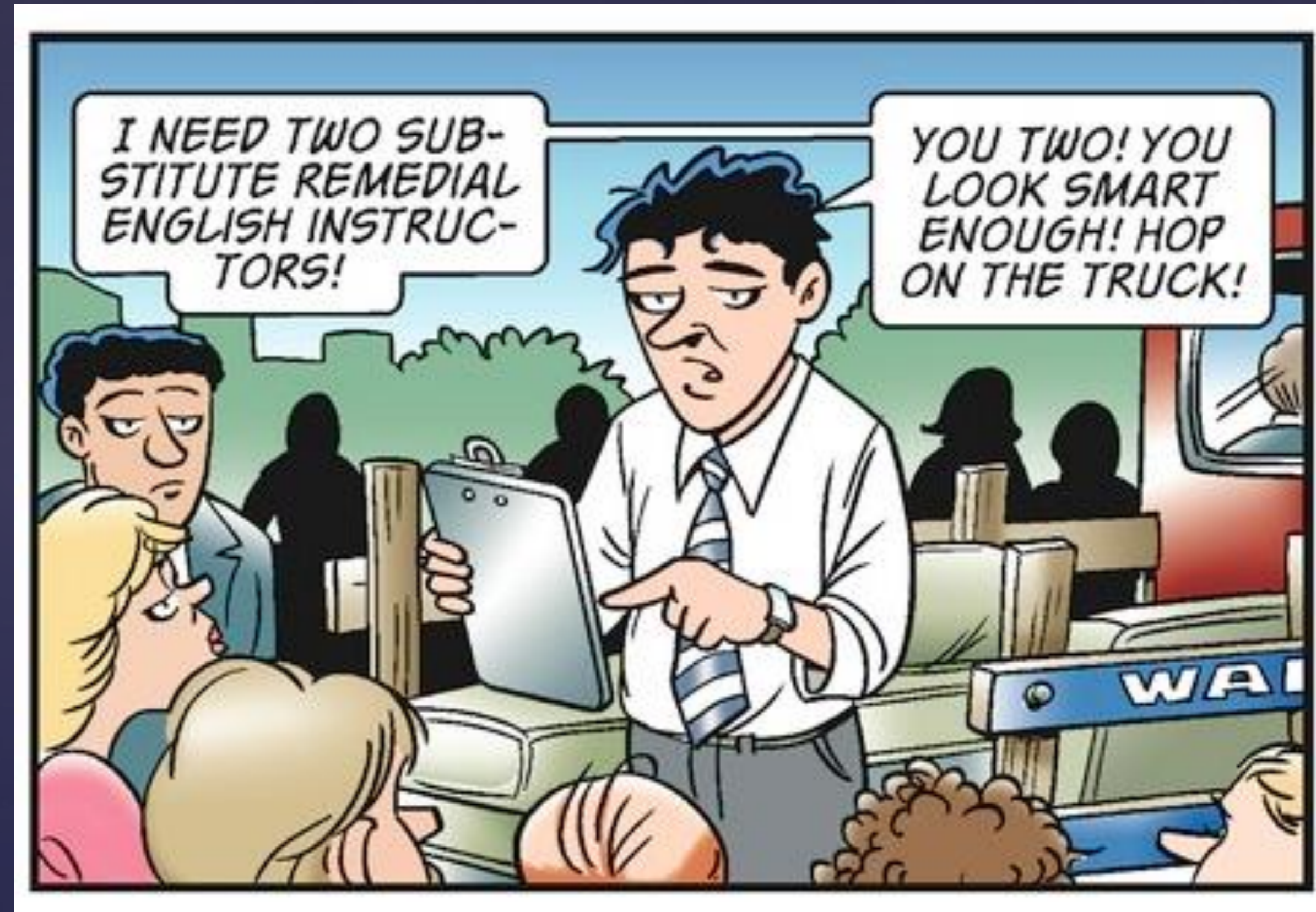
History



Most cuts were to GE and service classes



“Augment” system created



College budgets haven't changed

1. Essentially frozen in 2009
2. Incremental budget: each year's allocation based on previous year
3. College allocations not linked to enrollments (except through augments)
4. Faculty hiring, staff, and operations not separately planned or budgeted



The need for a new budget model

1. Allocations aligned with enrollment growth and student need
2. Stability in colleges' base budgets
3. Improved planning around hiring, curriculum development, strategic growth



Budget Advisory Council

Andrew Harris, Dean LCA

Linda Oubre, Dean COB

Guido Krickx, Dean CEL

John Elia, Associate Dean CHSS

Kim Altura, Associate Dean DUEAP

Yvonne Bui, Chair, Special Education, GCOE

Ron Marzke, Chair, Physics and Astronomy, COSE

Grace Yoo, Chair, Asian American Studies, COES

Dylan Mooney, Staff, CHSS; Academic Senate

Jay Orendorff, AVP Business Operations, A&F

Jacqueline Foley, Associated Students



BAC Charge

- To examine and assess the current Academic Affairs budget
- To investigate and assess alternative budget models
- To establish guiding principles for a new budget model for Academic Affairs that recognizes and supports enrollments, student retention and graduation, and educational excellence



BAC progress: 2016-17

- To examine and assess the current Academic Affairs budget
 - *Analysis of historical budget*
 - *Analysis of current budget*
- To investigate and assess alternative budget models
 - *Visit by Jane Wellman, Delta Cost Project (Fall 2016)*
 - *Visit by Ed Inch, Provost, CSU East Bay (Fall 2016)*
 - *Visit by Andy Feinstein, Provost, SJSU (Spring 2017)*
 - *Initial effort to realign augments with high-demand courses (Spring 2017)*



BAC goals: 2017-18

To establish guiding principles for a new budget model for Academic Affairs that recognizes and supports enrollments, student retention and graduation, and educational excellence

- *To eliminate augment system*
- *To allocate curriculum planning budget to colleges one year in advance*
- *To allow colleges to plan full year's curriculum one year in advance*
- *To align curriculum budget with enrollment needs*



BAC goals: 2017-18

- Colleges receive allocations and enrollment targets keyed to student demand (i.e., GE, service courses, lower-division introductory courses, upper-division bottlenecks, GWAR)
- Curriculum allocations made once a year (February), with only minor adjustments during enrollment periods
- Enrollment monitored over academic year:
 - Are students getting the courses they need?
 - Have GE, service courses, and GWAR been adequately supplied?
 - Is student learning and educational quality prioritized?
- Adjust following year's allocations after assessment of enrollments, student success, and other outcomes



BAC process: 2017-18

1. Determine Cost of Instruction (Debbie Brothwell)
2. Establish current enrollments and set enrollment targets by forecasting student need
(using Ad Astra, Induced Course Load Matrix)
4. Allocate curriculum budget to colleges in advance
(Allocation = Cost of Instruction x Enrollments)
5. Monitor and Assess



Questions?



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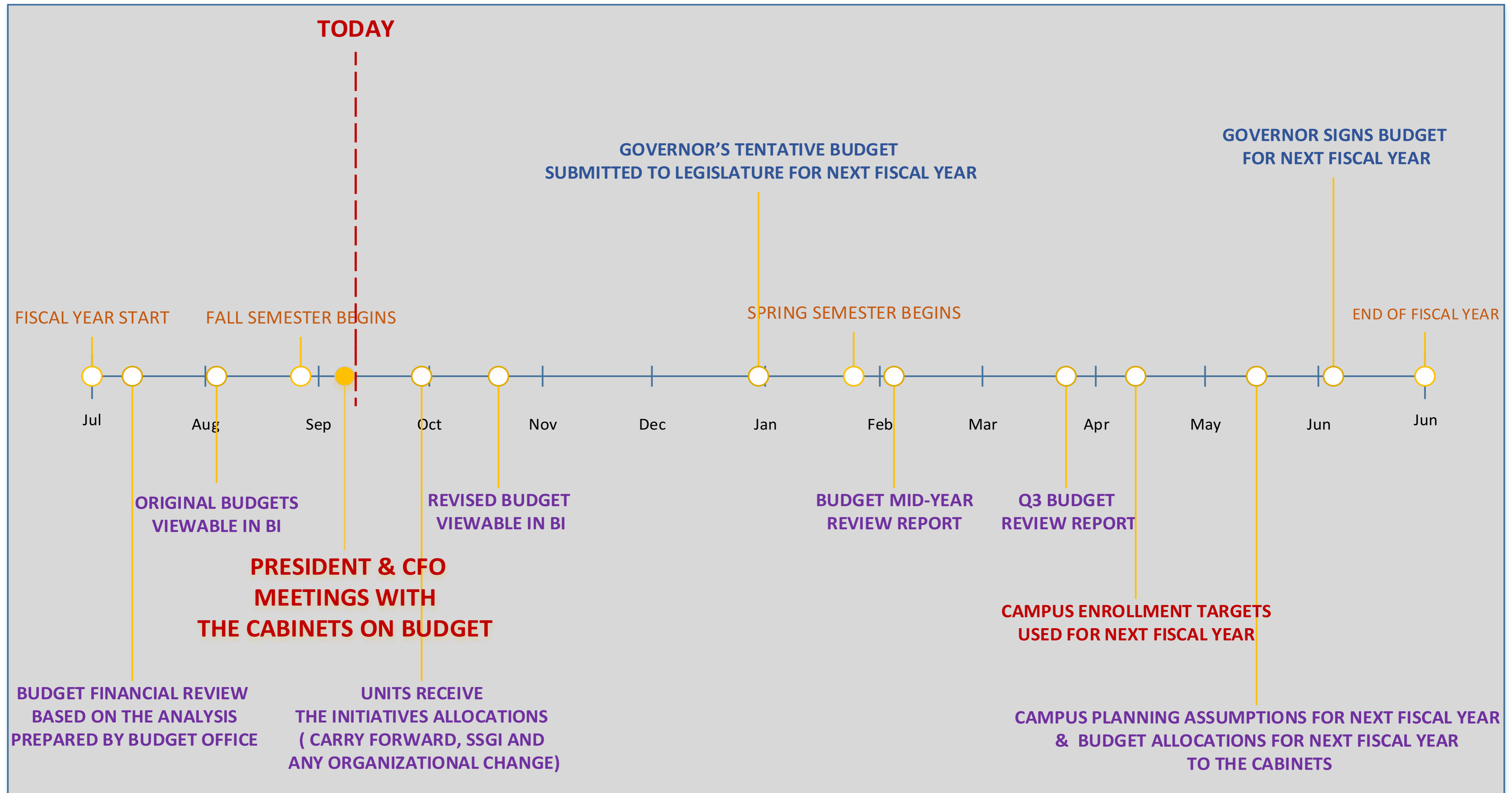
Fiscal Year 2017/18

Revised Budget Timelines



Planning Budget 2017

2017-18 SF State General Fund Revised Budget Timeline

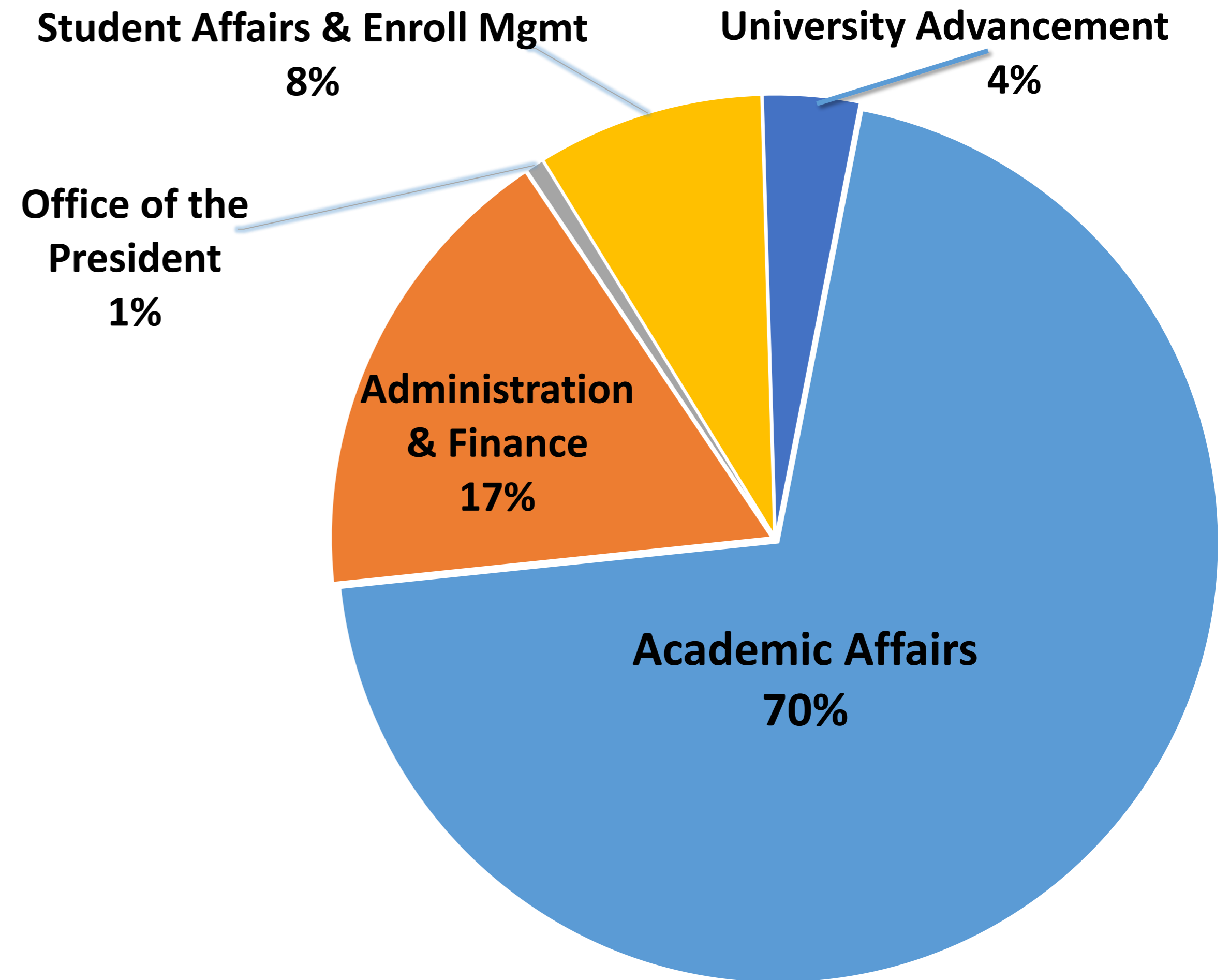


(*) The dates are subject to change based on the plan

2017-18 SF State General Fund Budget Planning Campus Cabinets- \$201.6 million

2017-18 Cabinets Original Allocation

Academic Affairs	\$141.7M
Administration & Finance	\$34.7M
Office of the President	\$1.3M
Student Affairs & Enroll Mgmt	\$16.7M
University Advancement	\$7.1M
Total	\$201.6M



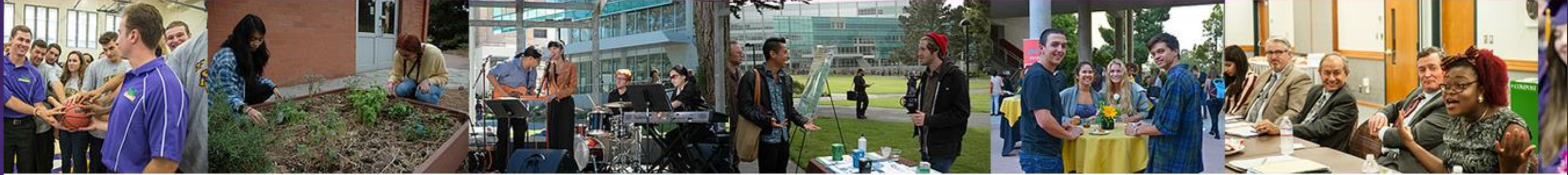
2017-18 SF State General Fund Budget Planning

B Memo 17-06 One-Time

In thousands

Designation	One-Time
Research Scholarly & Creativity	\$159
Academic Preparation in English and Math	140
Data-Driven Decision Making and Expand Financial support for Financial Literacy Programs	120
Yr. 1-2 Course Redesign, Faculty Development or Other Curriculum and Instruction- Related Activities (first year)	150
Graduation Initiatives 2025	689
RTC Seismic Enforcement	\$2,148
Total 2017-18 One Time Allocation	\$3,406

Academic Institutional Research



Student Success and Graduation Initiative

CSU Graduation Initiative 2025

Document Viewers

- Free PDF Viewer
- Free Word Viewer

Staff Access



San Francisco State's Student Success and Graduation Initiative advances the university's goal to raise retention and graduation rates, strengthen student learning, and improve the student experience at all levels. The SSGI task force members are drawn from across the campus, united by its shared mission.

SSGI Cost Estimate

RECOMMENDATION TO PRESIDENT - Graduation Initiative 2025, Priority 1 Base Allocation (\$4.1 Million)

Item	Cost	Fringe*	Notes	
Retention Specialists (5 SSP IIs)				
Salaries	\$231,480	\$97,222	One each for CoB, CoES, LCA, HSS, CoSE	
Graduation Specialists (9 SSP IIs)				
Salaries	\$423,000	\$177,660	Currently funded by one-time general funds	
Director, Student Activities & Events in DOS	\$85,000	\$35,700		
Student Activities & Events Operating Expenses in DOS	\$75,000	\$0		
Metro Academy - Institutionalization & Expansion	\$400,000	\$0	grant funding ends within 3 years	
Supplemental Instruction				
Based on CoSE estimate: 21 sections x \$4,761 = \$100,000	\$200,000	\$0	focus on high failure rate courses; allows us to double current programming	
Equity & Community Inclusion - formerly Human Relations				
Black Unity Center - staff	\$241,000	\$101,220	One Director, 2.0 FTE staff	
Black Unity Center - programs	\$25,000	\$0	reduced from \$65K; use lottery funds for the balance	
Grand Total:		\$1,680,480	\$411,802	\$2,092,282
		Remaining Funds to Allocate		\$2,007,718

Note: \$4.1 million available tuition dollars is based on projected actual enrollment and associated tuition dollars in AY 2017-18. Items above include what the VP's recommend as immediate priorities for investment to advance desired student outcomes. The remaining campus Student Success Plan will continue to be monetized and prioritized. However, additional info is needed on the following items before the full recommendation regarding allocation of the \$4.1M can be strategically made: (1) number of available vacant faculty/staff FTE and associated base salary dollars available for reinvestment; (2) first-year experience priorities from *Foundations of Excellence* action plan; (3) further clarification of other budget commitments for 2017-18 relative to the total campus allocation in general funds; and (4) status of EAB Student Success Collaborative Platform and centrally covered costs.

Open Forum

(3-minutes per speaker)

Next meeting:

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April 2018 – TBD

Summer 2018 - TBD



University Budget Committee

Thank you for attending!