



## Welcome!

**UBC guests:** Please ensure your full name shows onscreen

- ◆ Please use the “raise hand” function for questions
- ◆ We’ll do our best to address questions posted in the Chat
  - ◆ Public forum begins approximately 11:45AM
- ◆ Today’s presentations will be posted to the UBC webpage

Next UBC meeting:

Thursday, November 21, 2024, 10:00 AM – 12:00 PM via Zoom

# Welcome

## from UBC Co-Chairs

**Jeff Wilson**

CFO & Vice President  
Administration & Finance

**Amy Sueyoshi**

Provost & Vice President  
Academic Affairs

# Share Your Thoughts

## UBC Meetings

Attend and participate in the public forums

## UBC Office Hours

Attend drop-in UBC member peer-hosted Office Hour on **Fridays** after UBC

## By Email

[ubc@sfsu.edu](mailto:ubc@sfsu.edu)  
Shared with UBC Steering Committee

## Personally

Reach out to a member and they can share knowledge and bring input back to UBC

## UBC Webpage

<https://adminfin.sfsu.edu/ubc>

Click on the

[Feedback and Questions](#)

button

# UBC Office Hours

Members of the University Budget Committee (UBC) invite you to attend UBC office hours to provide your feedback on meeting presentations, to suggest topics for future meetings, to discuss university budget-related questions, etc. This is an opportunity to dialogue directly with your UBC member-peers, as sessions are offered specifically for Staff and Faculty/MPPs.

## UBC OFFICE HOURS

(tomorrow) **Friday, Oct. 25, 2024**

**Faculty & MPP:** 11:00 AM – 12:00 PM

**Staff:** 11:00 AM – 12:00 PM

**RSVP to:** [ubc@sfsu.edu](mailto:ubc@sfsu.edu)

All meetings take place via Zoom

# AGENDA

Member rollcall

Minutes Approval (UBC Oct. 19 meeting)

President's Remarks

SF State Enrollment Update

- Member questions – 5 mins.
- Guest questions – 5 mins.

Voluntary Separation Incentive Program (VSIP) Clarification

- Member questions – 5 mins.
- Guest questions – 5 mins.

**BREAK (5 mins.)**-----

2024-2025 Budget Update

- Member questions – 5 mins.
- Guest questions – 5 mins.

2025-2026 Budget Status

- Member questions – 5 mins.
- Guest questions – 5 mins.

What other CSU's are doing

Public Forum

UBC coordinator

Amy Sueyoshi

Lynn Mahoney

Lynch/Sujitparapitaya/Way

Jeff Wilson

Jeff Wilson/Elena Stoian

Jeff Wilson

Amy Sueyoshi

ALL

# UBC Member Rollcall

# Approval of Minutes

## from UBC meeting Sept. 19, 2024

All past meeting minutes can be found on the UBC Webpage

# President's Remarks





# 2024-2025 Enrollment Update and Projection

*University Budget Committee (UBC)  
October 24, 2024*

*By Sutee Sujitparapitaya  
Associate Provost for Institutional Analytics*

*Katie Lynch  
Senior Associate Vice President for Enrollment Management*

*Lori Beth Way  
Vice Provost of Academic Planning and Dean of Undergraduate Education*

# Overview

- Undergraduate enrollment is declining nationally largely due to a demographic decline of college-aged students. The only institutions growing are elite 4-year institutions.
- In CA, 60% of the state's population lives in, or below, LA making it more difficult for us to compete with SoCal campuses.
- The CSU implemented a reallocation plan that redirects dollars to where enrollment is. This means our overall enrollment target is lower but so is our allocation from the CSU.
- Some CSUs are growing but most are seeing declines- especially us, Sonoma State, East Bay and Humboldt.
- Efforts are being implemented to increase out-of-state and international enrollment; however, that will not make up for the domestic, in-state decline.

# Summer 2024 Update

## Total Enrollment: Summer 2023 vs. Summer 2024

		Headcount				FTES			
		Summer 2023	Summer 2024	Change		Summer 2023	Summer 2024	Change	
New	New UG Transfers	-	1	1		-	1	1	
	New Pbac	13	14	1	7.7%	5	6	0	7.7%
	1st Time Graduates	79	84	5	6.3%	27	26	(1)	-3.4%
Cont.	Undergraduates	6,216	6,121	(95)	-1.5%	2,773	2,770	(3)	-0.1%
	2BA/Pbac	54	73	19	35.2%	16	20	4	28.4%
	Graduates	556	549	(7)	-1.3%	243	238	(6)	-2.4%
University Total		6,918	6,842	(76)	-1.1%	3,064	3,059	(4)	-0.1%

## CA Resident Enrollment: Summer 2024 vs. Projection

	CA Resident FTES
Projection	2,947
Census	2,949
Differences (+/-)	2
	0.1%

# Fall 2024 Enrollment Update

## Total Enrollment: Fall 2023 vs. Fall 2024

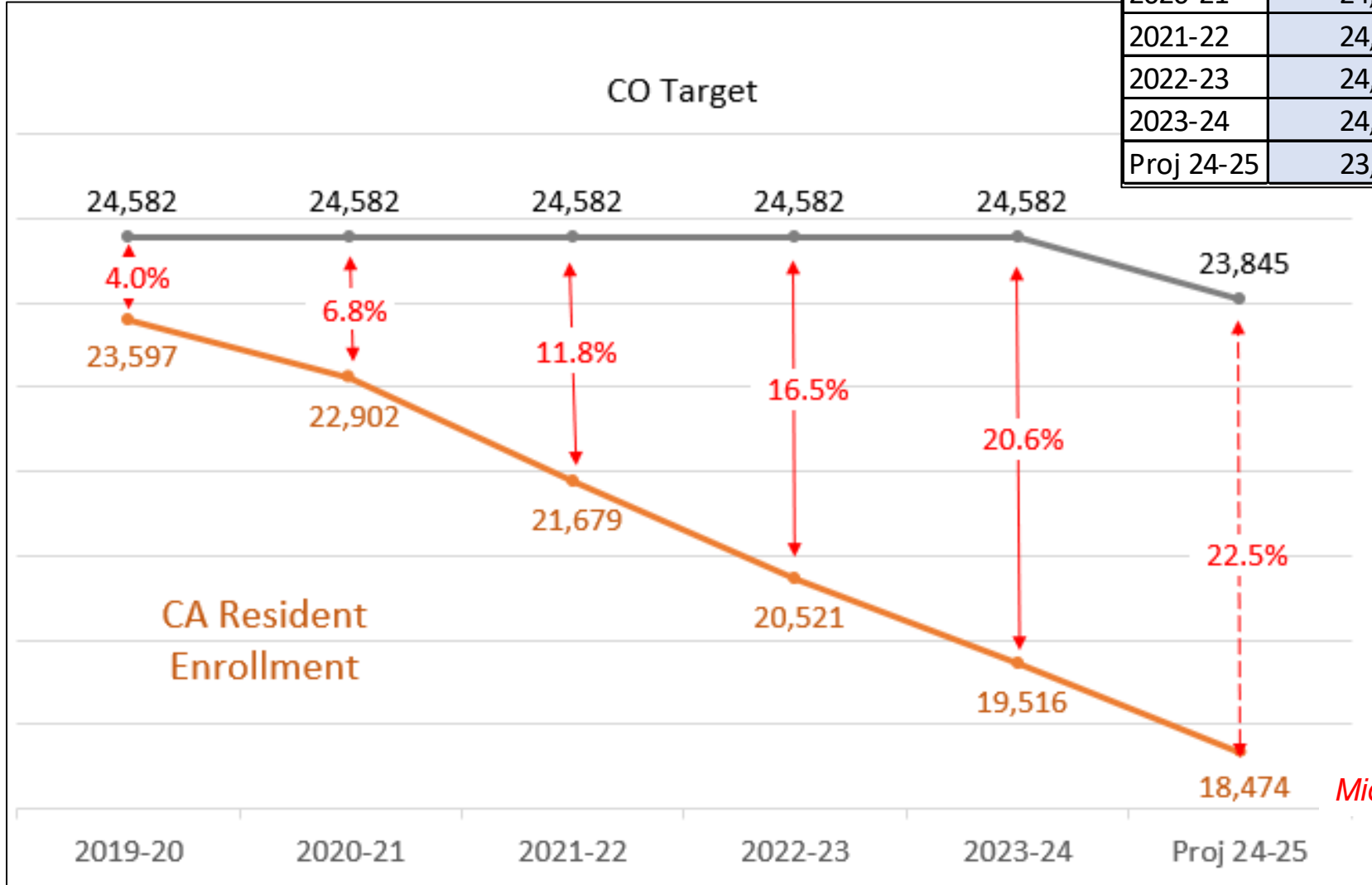
		Headcount				FTES			
		Fall 23	Fall 24	Change		Fall 23	Fall 24	Change	
New	1st Time Freshmen	2,985	2,340	(645)	-21.6%	2,824	2,201	(623)	-22.1%
	New UG Transfers	2,460	2,316	(144)	-5.9%	2,112	1,987	(125)	-5.9%
	New Pbac	96	123	27	28.1%	80	91	11	13.6%
	1st Time Graduates	884	973	89	10.1%	771	854	83	10.8%
Cont.	Undergraduates	15,228	14,681	(547)	-3.6%	12,746	12,266	(480)	-3.8%
	2BA/Pbac	185	178	(7)	-3.8%	105	94	(11)	-10.7%
	Graduates	1,862	1,746	(116)	-6.2%	1,316	1,245	(71)	-5.4%
University Total		23,700	22,357	(1,343)	-5.7%	19,954	18,738	(1,216)	-6.1%

## CA Resident Enrollment: Fall 2024 vs. Projection

	CA Resident FTES
Projection	18,100
Census	17,627
Differences (+/-)	(473)
	-2.6%

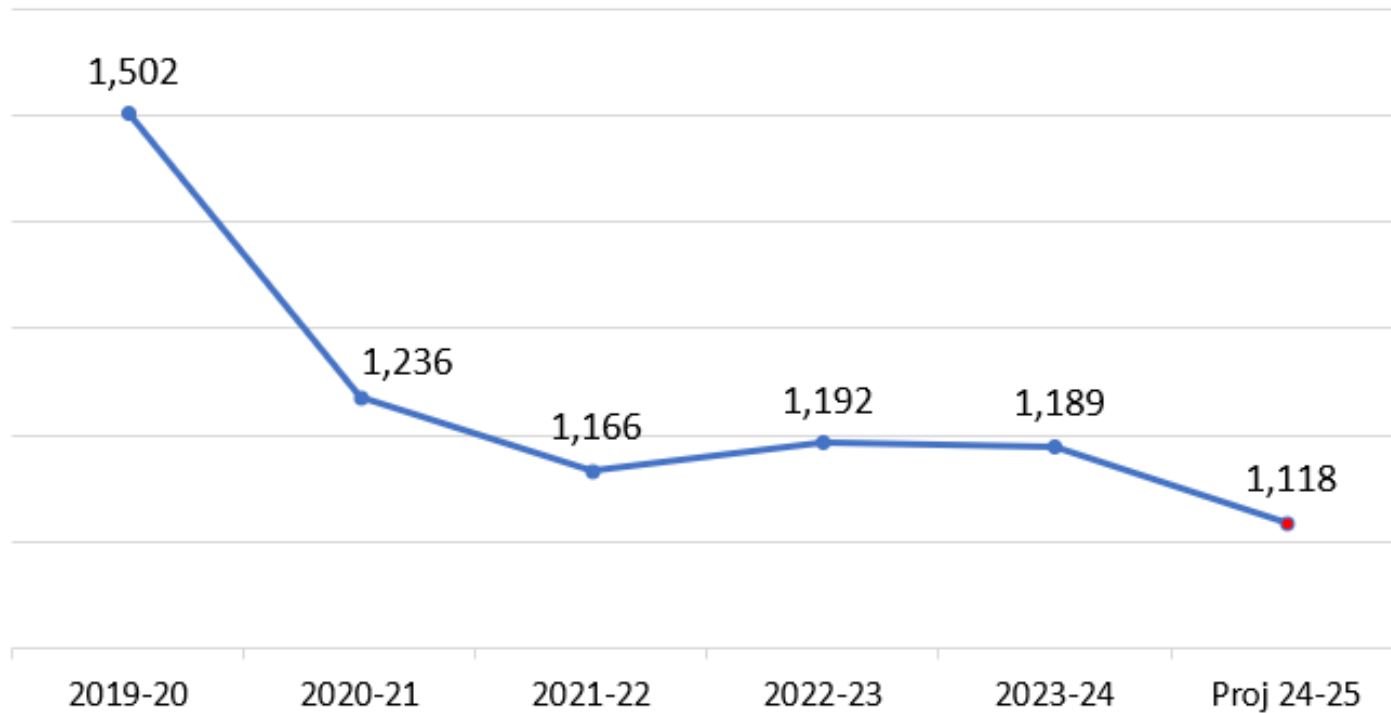
# CA Resident Enrollment (FTES)

	CO Target	CA Resident FTES	% +/- CO Res Target	% Change (Year to Year)
2019-20	24,582	23,597	-4.0%	-2.4%
2020-21	24,582	22,902	-6.8%	-2.9%
2021-22	24,582	21,679	-11.8%	-5.3%
2022-23	24,582	20,521	-16.5%	-5.3%
2023-24	24,582	19,516	-20.6%	-4.9%
Proj 24-25	23,845	18,474	-22.5%	-5.3%



- The CY 2024-2025 projection (Mid Case Scenario) for CA resident students is 18,474 FTES, representing a 5.3% decline from last year.
- This figure is approximately 22.5% below the revised CO target.

# Non-Resident Enrollment *(Non-resident Domestic and Internationals)*



	Non-Resident FTES	% Change (Year to Year)
2019-20	1,502	-2.1%
2020-21	1,236	-17.7%
2021-22	1,166	-5.6%
2022-23	1,192	2.2%
2023-24	1,189	-0.3%
Proj 24-25	1,118	-6.0%

- For non-residents, the projection is 1,118 FTES, reflecting a 6.0% drop from last year.

# Initial Research on Decline

- Cost of Attendance/Cost of Living continue to be the most significant reason students are not choosing to attend SF State
  - This includes cost of housing in SF and on-campus
  - FAFSA roll out this year did not help
- Location is another significant factor, and we are learning to nuance this more to determine how to message SF best to specific audiences
  - USF saw an even steeper decline in first-time freshman enrollment
- Students from Southern CA are most concerned about cost and location.
- Students who are not choosing us are choosing campuses with more elite reputations and traditional student life experiences

# Incoming Student Efforts

- We have been and continue to implement best practices in recruitment, admissions and financial aid. Much of this work is in partnership with EAB, a national consulting firm.
- Implementation of performance targets for our recruitment team through all stages of the enrollment funnel
- Second year with a Southern CA Recruitment Specialist to address state demographics
- Expansion of Peer-2-Peer virtual mentor program to all first-time freshman and transfers that opt in
- Market Research to help inform adjustments to our current campaign
- Process improvements for faster admission, housing, and financial aid decisions and improved communications
- Removal of impaction on all academic programs but Nursing
- Partnerships with strategic vendors to help build interest and guide students through enrollment milestones
- Participation in the Western Undergraduate Exchange to offer a discount to Western states to drive out of state enrollment
- Development of an International Strategic Enrollment Management and Recruitment Plan
- Participate in pilot Direct-admission program with Riverside County



# Retention Efforts

- Improved communications and coordination on student financial matters
- Utilized \$300,000 in Retention Grants to help students reduce their balances to the university and register for the upcoming semester
- Implementation of an AI-powered ChatBot- [AlliChat](#)- to improve belonging and help students have support 24/7
- Created [resource for academic departments](#) providing specific recommendations for how to reduce equity gaps
- Focus on Sophomore Student Success with the support of the Stupski Foundation Grant
- Continued use of EAB Navigator to support student success- see [Success Report](#)
- [Concentrated efforts](#) in the areas of Proactive Advising, Administrative Barriers, Career Readiness, Student Belonging, Campaigns, Support for High Failure Rate Courses, Financial Aid/Billing, Cross Cabinet Strategies, Re-enrollment and Housing

# What can you do to help?

- Focus on the student experience – inside and outside of the classroom – this will improve retention and create a more positive reputation for attracting prospective students
- Participate in retention efforts such as re-enrollment calling campaigns
- Improved course outcomes
- Academic Departments: Connect with community college classes, clubs/orgs, and AP classes in your discipline and offer opportunities to visit your facilities, sit in on a class, or go to them and offer student success stories, student research and creative activities, etc.
  - We can offer tools to capture student interest such as QR codes to gather student information, brochures, etc.
- Share stories of successful faculty and students with us
  - <https://marcomm.sfsu.edu/tell-your-sf-state-story>
- Call prospective students who have not yet completed an application within your major
  - We will continue our yield call campaign in the spring

**Thank you.**

**Questions?**

- From members
- From guests

# **Voluntary Separation Incentive Program (VSIP) Clarification**

Jeff Wilson, Vice President for Administration & Finance & CFO

Explain the difference between the VSIP Allocation and the actual savings in the FY 2024-25 Budget.

# Presented by Ingrid Williams in September...

## VOLUNTARY SEPARATION INCENTIVE PROGRAM

Allocated Budget For VSIP: \$3.5 million

Total VSIP Applicants: 84

<u>Cabinet Area</u>	<u>VSIP Summary Data</u>	<u>EE Count</u>
<b>TOTAL</b>	<b>\$ 3,482,790.22</b>	<b>84</b>
Academic Affairs	\$ 2,344,737.22	50
Administration & Finance	\$ 1,018,419.00	31
Office of the President	\$ 48,258.00	1
Student Affairs & Enrollment Management	\$ 28,482.00	1
University Advancement	\$ 42,894.00	1

# Presented by Jeff Wilson in September...

## VOLUNTARY SEPARATION INCENTIVE PROGRAM

\$ in millions

FY 2023-24 Base Expenditures	\$379.2
+ FY 2024-25 compensation increases	15.8
- VSIP (wages + benefits) reductions	(9.7)
+ Mandatory cost increases	6.2
- Divisional expenditure reductions	(17.0)
FY 2024-25 Base Expenditures	\$374.5

- **\$3.5 million** of one-time funds was allocated in FY 2023-24 to cover the cost of incentive payments. We came very close to that amount at **\$3.48 million**.
- Based on the salaries and benefits for employees who participated in the program, we reduced cost by **\$9.7 million** for FY 2024-25.



## One-Time Cost

FY 2023 – 2024

Used **\$3.48 million** of one-time funds for incentive payouts.

## Permanent Reduction

FY 2024 – 2025

Realized **\$9.7 million** in salaries and benefits savings.

**Thank you.**

**Questions?**

- From members
- From guests

**5 Minute Break**

# 2024-2025 Budget Update

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Jeff Wilson, CFO & Vice President for Administration & Finance  
Elena Stoian, Executive Director, Budget Administration & Operations

# **SF State FY 2024-25 Budget**

# FY 2024-25 General Operating Fund Budget - Summary

\$ in millions

FY 2024-2025 Base Resources	\$360.6
FY 2024-2025 Base Expenditures	374.5
Operating Deficit	<b>(\$13.9)</b>
Designated Campus Central Reserves	8.8
Undesignated Campus Divisional Reserves	5.1
Balanced Budget	\$0

**Note 1:** As of June 30, 2024, SF State had designated central reserves of \$8,753,457 that can be used to address the operating deficit.

**Note 2:** Additional reserves from campus units accumulated in prior years and savings achieved during FY 2024-25 will be required to fund the remainder of the operating deficit.

# FY 2024-25 General Operating Fund Budget – By Cabinet

	AA	AF	OP	SAEM	UA
<b>FY 2023-24 Base Budget</b>	<b>\$155,871,342</b>	<b>\$36,092,650</b>	<b>\$1,645,552</b>	<b>\$20,825,640</b>	<b>\$6,369,617</b>
+ Compensation Increases	7,017,350	1,297,797	66,422	787,937	244,278
- Divisional Reductions, net	(8,277,303)	(1,550,937)	(77,740)	(1,027,724)	(321,011)
- VSIP Reductions	(4,781,196)	(1,559,748)	(96,516)	?	(89,375)
+ Operating Expenses	7,797	236,589	4,715	36,673	20,382
+ Adjustments	<u>1,408,326</u>	<u>100,538</u>	<u>200,000</u>	<u>528,115</u>	<u>219,331</u>
<b>FY 2024-25 Base Budget</b>	<b>\$151,246,316</b>	<b>\$34,616,889</b>	<b>\$1,742,483</b>	<b>\$21,149,641</b>	<b>\$6,443,222</b>

# Presented by Ingrid Williams in September...

## VOLUNTARY SEPARATION INCENTIVE PROGRAM

Allocated Budget For VSIP: \$3.5 million

Total VSIP Applicants: 84

<u>Cabinet Area</u>	<u>VSIP Summary Data</u>	<u>EE Count</u>
<b>TOTAL</b>	<b>\$ 3,482,790.22</b>	<b>84</b>
Academic Affairs	\$ 2,344,737.22	50
Administration & Finance	\$ 1,018,419.00	31
Office of the President	\$ 48,258.00	1
Student Affairs & Enrollment Management	\$ 28,482.00	1
University Advancement	\$ 42,894.00	1



# FY 2024-25 General Operating Fund Budget – By Cabinet

	FY 2023-2024	FY 2024-2025	\$ Change	% Change
Academic Affairs	\$236.4	\$229.2	(\$7.2)	(3.0%)
Administration & Finance	54.4	51.9	(2.5)	(4.6%)
Office of the President	2.2	2.4	0.2	9.1%
Student Affairs/Enroll Management	31.9	32.1	0.2	0.6%
University Advancement	<u>9.7</u>	<u>9.9</u>	<u>0.2</u>	<u>2.1%</u>
<b>Total</b>	<b>\$334.6</b>	<b>\$325.5</b>	<b>(\$9.1)</b>	<b>(2.7%)</b>

**Thank you.**

**Questions?**

- From members
- From guests

# 2025-2026 Budget Status



Jeff Wilson, CFO & Vice President for Administration & Finance

**FY 2025-26**

**Budget & Planning  
Guidance**

# FY 2025-26 General Operating Fund Budget – By Cabinet

## (from September’s UBC meeting)

	AA	AF	OP	SAEM	UA
<b>FY 2024-25 Base Budget</b>	<b>\$151,246,316</b>	<b>\$34,616,889</b>	<b>\$1,742,483</b>	<b>\$21,149,641</b>	<b>\$6,443,222</b>
Unfunded Increases	0	0	0	0	0
- 7.95% State Reduction	(9,300,000)	(1,700,000)	(100,000)	(1,200,000)	(400,000)
- 5% Reallocation Reduction	(7,900,000)	(1,500,000)	(100,000)	(1,000,000)	(300,000)
Operating Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Reduction</b>	<b>(17,200,000)</b>	<b>(3,200,000)</b>	<b>(200,000)</b>	<b>(2,200,000)</b>	<b>(700,000)</b>
<b>FY 2025-26 Base Budget</b>	<b>\$134,046,316</b>	<b>\$31,416,889</b>	<b>\$1,542,483</b>	<b>\$18,949,641</b>	<b>\$5,743,222</b>

# FY 2025-26 Budget & Planning Guidance

- State appropriation to the CSU/SF State
- Tuition revenue
- Expenditure Planning
- Scenario Planning
- Multi-Year Budget Reduction Plan - Update

# FY 2025-26 State Appropriation to the CSU/SF State

## State Appropriation to the CSU

- The Governor and the Legislature continue to signal that the CSU's state appropriation will be reduced by **7.95%** for FY 2025-26.
- A **7.95%** reduction equals about **\$397 million** for the CSU.
- The CSU is allocating the reduction *pro rata* to each campus based on each campus's portion of total CSU Operating Budget.

## State Appropriation to SF State from the CSU

- SF State's portion of the 7.95% reduction is **\$20.7 million**.
- This reduction is on top of the **\$11.1 million** reduction for the Chancellor's Reallocation Plan.
- These two reductions total **\$31.8 million**.

# FY 2025-26 Tuition Revenue

## Enrollment Trends

- For *today's* purposes, tuition revenue is forecasted to decline by **\$4.2 million** based on current enrollment decline of **3%**.

## Tuition Increase

- Tuition will increase **6%** for FY 2025-26.
- This increase will increase tuition revenue by **\$8.1 million**.

## Net Tuition Revenue Increase

- The net tuition increase for FY 2025-26 is forecasted to be **\$3.9 million**.



# FY 2025-26 Expenditure Planning

## Compensation (Salaries + Benefits)

- The CSU's contractual obligations for employee compensation increases in FY 2025-26 are contingent on specific state budget decisions – such as receiving full compact funding.<sup>1</sup>
- There is **no** clarity provided by the governor's administration or the legislature on the expectations of the CSU receiving the compact funding.
- Historically, mandatory cost increases for benefits have been funded and are cost-neutral for SF State. There is no change in this assumption currently, but this may change, and the campus will be responsible for covering at least a portion of these increases.
- There remains the possibility of having to reinstate replacement positions for critical positions vacated as part of the Voluntary Separation Incentive Program (VSIP).

<sup>1</sup>The implementation of CSUEU's step structure is not contingent on state budget decisions.

# FY 2025-26 Expenditure Planning (continued)

## Operating Expenses

- While inflation has eased, operating expenses – especially for utilities, insurance, equipment parts, and services – continue to increase.
- SF State has had some success in mitigating rising insurance costs but some of the factors resulting in higher insurance costs are beyond our control (e.g., natural disasters in Florida affect insurance rates in California – and vice versa) .
- Utilities costs – especially for gas and electricity – continue to increase ahead of inflation.

# FY 2025-26 Scenario Planning

## Scenario Planning

- Evaluates possible outcomes based on adjusting critical assumptions affecting budget planning; speculative with known and unknown data points.
- Scenario planning is not an action plan; it is a tool to inform decision making and planning.
- Strategic priorities.
- Mandated priorities.
- Critical assumptions:
  1. State funding
  2. Tuition revenue (based on enrollment trends)
  3. Expenditures (mandatory and discretionary cost increases)

# FY 2025-26 Multi-Year Budget Reduction Plan

## Multi-Year Budget Reduction Plan

- First presented in December 2022 as a dynamic plan based on changing assumptions and conditions.
- Originally assumed that state funding would align with the compact and reallocation plan, tuition revenue would stabilize, compensation cost increases would be funded by state/CSU, and operating costs would grow annually by 3%.
- Alignment between operating resources and operating costs would be achieved by FY 2027-2028.
- Divisions were charged with achieving pro rata reductions.

# FY 2025-26 Multi-Year Budget Reduction Plan (continued)

## Multi-Year Budget Reduction Plan – December 2023 Update

Scenario	Tuition Revenue	State Appropriation	Compensation Adjustments	Operating Costs	Multi-Year Reductions
December 2022	No increase; 14% below target; minimal growth	Compact holds; 5% reallocation plan	None; If any, fully funded by state/CSU	Costs grow by 3% per year	Reduce costs by 3% per year for five years
December 2023 -1	6% increase per year for 3 years; enrollments adjusted to 20.8% below target for 23-24 with minimal growth for 24-25 through 26-27	Governor and legislature honor compact (5% increase for 24-25 through 25-26); CSU reallocates (reduces) SF State funding by 5%	+5% per year for three years beginning in 23-24 and continuing through 25-26; <b>campus is responsible for 2%; CSU funds 3%</b>	Costs grow by 3% annually	Reduce costs by 4% per year for three years
December 2023-2	Same as Scenario 1	Compact holds; CSU reallocates (reduces) SF State funding by 3%	Same as Scenario 1	Same as Scenario 1	Reduce costs by 3% per year for three years

# FY 2025-26 Multi-Year Budget Reduction Plan (continued)

## Multi-Year Budget Reduction Plan – February 2024 Update

Scenario	Tuition Revenue	State Appropriation	Compensation Adjustments	Operating Costs	Multi-Year Reductions
<b>December 2022 (ORIGINAL PLAN)</b>	No increase; 14% below target; minimal growth	Compact holds; 5% reallocation plan	None; If any, fully funded by state/CSU	Costs grow by 3% per year.	Reduce costs by 3% per year for five years
<b>February 2024</b>	6% increase beginning for Fall 2024 (continuing for 2025-26 and 2026-27); enrollment <i>continues to decline</i> from 20,566 FTES in 2023-24 to 18,419 FTES in 2026-27	Compact holds; CSU reallocates (reduces) SF State funding by 3%; assume Governor’s commitments in January proposal related to deferred funding will hold	5% salary increases for all employees (+ related benefits costs); additional costs per various CBAs (e.g., raising minimum starting salaries for specific faculty ranges); CSU <i>only partially</i> funds these additional costs	Costs grow by 3; Known increases above 3% (e.g., utilities) are also included.	<b><u>For 2024-25 reduce costs by 5%</u></b> ; for 2025-26 and 2026-27, reduce costs by 3%

# FY 2025-26 Multi-Year Budget Reduction Plan (continued)

## Multi-Year Budget Reduction Plan – Final FY 2024 Budget Update

Scenario	Tuition Revenue	State Appropriation	Compensation Adjustments	Operating Costs	Multi-Year Reductions
February 2024	6% increase beginning for Fall 2024 (continuing for 2025-26 and 2026-27); enrollment <i>continues to decline</i> from 20,566 FTES in 2023-24 to 18,419 FTES in 2026-27	Compact holds; CSU reallocates (reduces) SF State funding by 3%; assume Governor’s commitments in January proposal related to deferred funding will hold	5% salary increases for all employees (+ related benefits costs); additional costs per various CBAs (e.g., raising minimum starting salaries for specific faculty ranges); CSU <i>only partially</i> funds these additional costs	Costs grow by 3%; Known increases above 3% (e.g., utilities) are also included	<u>For 2024-25 reduce costs by 5%</u> ; for 2025-26 and 2026-27, reduce costs by 3%
July 2024 (Final State Budget)	Same as above	Compact holds but <b>state enacts one-time reduction</b>	Same as above but <b>CSU funding for compensation increases is reduced</b>	Same as above	Same as above; Campus achieves reductions by including VSIP in FY 2024-25

# FY 2025-26 Multi-Year Budget Reduction Plan (continued)

	December 2023	February 2024	July 2024
	FY 2024-25	FY 2024-25	FY 2024-25
Base Resources	\$363.2	\$356.7	\$360.8
Base Expenditures	<u>382.9</u>	<u>379.5</u>	<u>374.7</u>
<b>Surplus/(Deficit)</b>	<b>(\$19.7)</b>	<b>(\$22.8)</b>	<b>(\$13.9)</b>



# FY 2025-26 Multi-Year Budget Reduction Plan (continued)

## Multi-Year Budget Reduction Plan – October 2024 Update

Scenario	Tuition Revenue	State Appropriation	Compensation Adjustments	Operating Costs	Multi-Year Reductions
December 2022	No increase; 14% below target; minimal growth	Compact holds; 5% reallocation plan	None. If any, fully funded by state/CSU.	Costs grow by 3% per year	Reduce costs by 3% per year for five years
October 2024	3% enrollment decline; 6% tuition rate increase	7.95% state reduction to CSU; 5% reallocation plan	1% adjustment for CSUEU step program	3% growth	5% reduction

# FY 2025-26 General Operating Fund Budget - Summary

\$ in millions

FY 2025-2026 Base Resources

\$332.9

FY 2025-2026 Base Expenditures

361.5

Operating Deficit

**(\$28.6)**

# FY 2025-26 General Operating Fund Budget - Resources

\$ in millions

## FY 2024-2025 Base Resources

**\$360.8**

Less: 7.95% State Reduction

(20.7)

Less: CO Reallocation Plan

(11.1)

Less: Tuition Loss from Lower Enrollments

(4.2)

Plus: Tuition Gain from 6% Increase

8.1

## FY 2025-2026 Base Resources

**\$332.9**

# FY 2025-26 General Operating Fund Budget - Expenditures

\$ in millions

## FY 2024-2025 Base Expenditures

**\$374.6**

Plus: 1% Step Implementation

Plus: Critical Positions from VSIP

1.5

Plus: Operating Expenses

1.6

Less: 5% Divisional Reductions

(16.2)

## FY 2025-2026 Base Expenditures

**\$361.5**

# **FY 2025-26** General Operating Fund Budget

## **Next Steps**

1. Scenario planning
2. UBC Discussion and Recommendations

## **Next Milestones**

1. Governor's January 2025 Budget Proposal (early-mid January)
2. FY 2025-26 Enrollment Forecast

**Thank you.**

**Questions?**

- From members
- From guests

# **WHAT OTHER CSU CAMPUSES ARE DOING TO REDUCE COSTS IN ACADEMIC AFFAIRS**

Amy Sueyoshi, Provost and VP of Academic Affairs

# Outline

- 1) General levers being pulled to reduce costs across the CSU.
- 2) What are five example campuses doing?
- 3) What are we doing?
- 4) How do we compare?
- 5) Questions



## Levers for reducing costs in Academic Affairs

Reduce low enrolled classes	Reduce units in major	
Increase class size	Increase retention	
Reducing the number of T/TT faculty hires	Reducing assigned time	Reducing MPPs
Staff Reorganization	Voluntary separation program	Layoffs
Increase international students	Increase out of state students	
Combine degree programs	Combining departments	Combining colleges
Reducing administrative tasks	Centralizing administrative areas	Shared services across different campuses

# Five example campuses

Sonoma State

CSU Monterey Bay

CSU San Bernadino

Cal Poly Humboldt

Cal State LA

Reduce low enrolled classes	Y
Reduce units in a major	Under consideration
Increase class size	Y
Increase retention	Y
Staff Reorganization	Y
Increase international students	Y
Increase out of state students	Y
Combining degree programs	Y
Combining departments	Under consideration
Combining colleges	Y
Reducing re-assigned time	Y
Reducing administrative tasks	Under consideration
Reducing the number of T/TT faculty hires	Y
Centralizing administrative positions/work	Under consideration
Reducing MPPs	Y
Voluntary separation programs	Y
Shared services	Under consideration
Layoffs	N

# SONOMA STATE

Fall 2023 Enrollment  
Headcount – 5,142

Reduce low enrolled classes	Y
Reduce units in a major	Y
Increase class size	Y
Increase retention	Y
Staff Reorganization	Y
Increase international students	Y
Increase out of state students	Y
Combining degree programs	N
Combining departments	Y
Combining colleges	N
Reducing re-assigned time	Y
Reducing administrative tasks	Y
Reducing the number of T/TT faculty hires	Y
Centralizing administrative positions/work	N
Reducing MPPs	Y
Voluntary separation programs	Y
Shared services	Under consideration
Layoffs	Y
Other	reduced operating costs, travel, catering etc

# CSU MONTEREY BAY

Fall 2023 Enrollment  
Headcount – 6,742

Reduce low enrolled classes	Y
Reduce units in a major	N
Increase class size	Y
Increase retention	Y
Staff Reorganization	Y
Increase international students	Y
Increase out of state students	N
Combining degree programs	N
Combining departments	Y
Combining colleges	N
Reducing re-assigned time	Y
Reducing administrative tasks	Y
Reducing the number of T/TT faculty hires	Y
Centralizing administrative positions/work	Under consideration
Reducing MPPs	Y
Voluntary separation programs	Under consideration
Shared services	Under consideration
Layoffs	Y
Other	

# CSU SAN BERNADINO

Fall 2023 enrollment  
Headcount – 18,510

Reduce low enrolled classes	Y
Reduce units in a major	N
Increase class size	Y
Increase retention	Y
Staff reorganization	Y
Increase international students	under consideration
Increase out of state students	under consideration
Combining degree programs	Y
Combining departments	Y
Combining colleges	N
Reducing re-assigned time	Y
Reducing administrative tasks	Y
Reducing the number of T/TT faculty hires	Y
Centralizing administrative positions/work	Y
Reducing MPPs	N
Voluntary separation programs	under consideration
Shared services	under consideration
Layoffs	N
Other	Tenure density goal of 60%

# CAL POLY HUMBOLDT

Fall 2023 enrollment  
Headcount – 5,424

Reduce low enrolled classes	Y
Reduce units in a major	N
Increase class size	Under consideration
Increase retention	Y
Staff Reorganization	Y
Increase international students	Y
Increase out of state students	Under consideration
Combining degree programs	Under consideration
Combining departments	Under consideration
Combining colleges	N
Reducing re-assigned time	Y
Reducing administrative tasks	Under consideration
Reducing the number of T/TT faculty hires	Y
Centralizing administrative positions/work	Y
Reducing MPPs	Y
Voluntary separation programs	N
Shared services	Y
Layoffs	N
Other	In AA, we have asked all MPPs to eliminate all but their essential travel and to reduce hospitality expenditures
	Chill on stipends, overtime
	University wide hiring freeze; exceptions require Presidential approval
	Re-evaluating service contracts for everything from water coolers to software/technology

# CAL STATE LA

Fall 2023 enrollment  
Headcount – 26,342

# SF STATE

Fall 2023 enrollment  
Headcount – 23,700

Reduce low enrolled classes	Y
Reduce units in a major	Y
Increase class size	Y
Increase retention	Y
Staff reorganization	Y
Increase international students	Y
Increase out of state students	Y
Combining degree programs	under consideration
Combining departments	under consideration
Combining colleges	N
Reducing re-assigned time	under consideration
Reducing administrative tasks	Y
Reducing the number of T/TT faculty hires	Y
Centralizing administrative positions/work	Y
Reducing MPPs	Y
Voluntary separation programs	Y
Shared services	under consideration
Layoffs	N

Fall 2023 enrollment  
Headcount – 5,424



## CAMPUSES IN COMPARISON

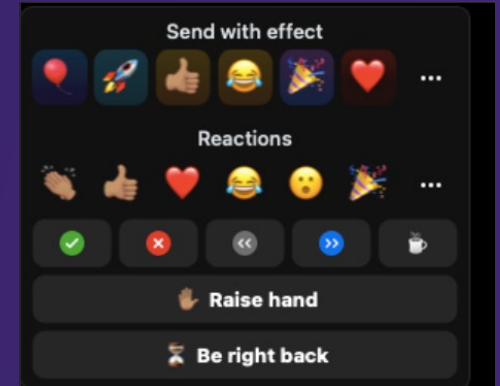
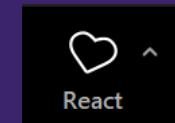
	Sonoma	Monterey	San Berdu	Humboldt	LA	SFSU
Reduce low enrolled classes	Y	Y	Y	Y	Y	Y
Reduce units in a major		Y	N	N	N*	Y
Increase class size	Y	Y	Y	Y		Y
Increase retention	Y	Y	Y	Y	Y	Y
Staff Reorganization	Y	Y	Y	Y	Y	Y
Increase international students	Y	Y	Y		Y	Y
Increase out of state students	Y	Y	N			Y
Combining degree programs	Y	N	N	Y		
Combining departments		Y	Y	Y		
Combining colleges	Y	N	N	N	N	N
Reducing re-assigned time	Y	Y	Y	Y	Y	
Reducing administrative tasks		Y	Y	Y		Y
Reducing the number of T/TT faculty hires	Y	Y	Y	Y	Y	Y
Centralizing administrative positions/work		N		Y	Y	Y
Reducing MPPs	Y	Y	Y	N	Y	Y
Voluntary separation programs	Y	Y			N	Y
Shared services					Y	
Layoffs	Y	Y	Y	N	N	N

N\* - Cal State LA said they are not reducing units in the major for this specific reduction since they have been doing it already as a part of regular curricular review and student success initiatives.

**QUESTIONS?**

# Public Forum

*Open to all guests and UBC members*



**Please:**

- ✓ **“raise your hand”** (*found on your Reactions menu, lower right corner*)  
Unmute when called upon to speak. For transparency, please begin with your name, title/department. Mute when finished to reduce noise please.
- ✓ **limit to one question, so everyone has a chance to speak.**  
You can “Raise your Hand” again with a follow up question, if time allows.
- ✓ **Thank you for sharing this space respectfully with our community members**

*We appreciate your interest in our University's budget process and the service of our UBC members and guests, in support of our students and all our Gator families.*

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Check our UBC webpage for information, past meeting materials, meeting updates and how to contact the UBC

**<https://adminfin.sfsu.edu/ubc>**