University Budget Committee

Thursday, November 19, 2020
Today’s Agenda:

OPENING
1. Welcome Co-Chairs Wilson & Summit
2. Approval of minutes from October 22, 2020 VP Wilson
3. Opening remarks from President Mahoney President Mahoney
4. Human Resources update AVP Ingrid Williams

BUDGET TRANSPARENCY
5. Navigating the Budget website Elena Stoian

PRESENTATIONS
6. Program Enrollment Trends Provost Summit, Dean Way, Dean Clavier
7. Housing, Dining & Conference Services Jeny Patino

UPDATES AND INFORMATIONAL ITEMS
8. UBC Steering Committee report Provost Summit
9. UBC Policy Workgroup report (moved to Dec.) VP Wilson

ACTION ITEMS FOR THE COMMITTEE
10. 2021-2022 Budget Timeline and Process and recommendations VP Wilson
11. UBC RSO Workgroup report and recommendations (first reading) Genie Stowers

PUBLIC FORUM (15 minutes; three-minute limit per speaker)

ADJOURNMENT (next meeting, Thursday, December 17, 10:00 AM –12:00 PM)
Approval of October 22nd Meeting Minutes
Opening Remarks

President Lynn Mahoney
Human Resources Update

Ingrid C. Williams
Associate Vice President
Human Resources
Budget Transparency topic:

Navigating the Budget Website

Elena Stoian
Executive Director
Budget Administration & Operations
Administration & Finance
NEW BUDGET WEBSITE

NEW LOOK: EASIER ACCESS TO INFORMATION  budget.sfsu.edu
NEW BUDGET WEBSITE

BUDGET UPDATES AT YOUR FINGERTIPS  budget.sfsu.edu

Recent Budget Developments and Our Upcoming Projects & Events

RECENT BUDGET DEVELOPMENTS

News

A message from University President Mahoney regarding the July Budget Update
(read more) ... 

A letter from the CSU System Chancellor to the Faculty and Staff regarding layoffs and furloughs
(read more) ... 

CSU Chancellor's Office announces Fiscal Year 2020-21 Final Budget Allocations (a.k.a. "The B-Memo")
(read more) ... 

SPOTLIGHT

San Francisco State University

Budget Timeline: This Year's Budget Developments

Supporting the University
We are committed to supporting the mission of the University community by creating and disseminating quality information for planning, budgeting, management, and
A GUIDE TO UNDERSTANDING THE SF STATE BUDGETING PROCESSES
A glossary of budget concepts, schedules, and cycles

Budget 101: Budget Basics

The Budget 101 guides are intended to give an understanding of the San Francisco State University Budgeting System. Navigate the links to our guides below to learn more about San Francisco State’s Budget.

Budget Basics
Basic Definitions
Budget Cycles
Additional Resources
DETAILED INSTRUCTIONS FOR PLANNING, OPERATIONS & REVIEW

• Operating & Capital Budget processes
• Cost Recovery
• Labor Cost Distribution
• Financial Oversight

Financial Oversight

CSU policy – and sound business practices – require the campus to perform timely, financial reviews to inform campus decision-makers of conditions affecting our campus budget and financial performance. Each Fiscal Year we will conduct periodic financial reviews, typically in Fall, Winter and Spring.

The expectation is to provide reasonably realistic and practical projected expenditures/revenues for the remainder of the fiscal year. Any significant changes to the budget plan should be highlighted in the Certification of Financial Actions with detailed documentation to support the changes.

BAO is always available to meet with your staff to discuss the Financial Review report process. If you have any questions, please schedule an in-person or over-the-phone appointment with any of the budget analysts. Visit our Who We Are page for our contact information of Our Team.

Fiscal Year 2020-21
Financial Review Instructions

Financial Review Oversight Policy and Instructions in PDF format (open file in new window)
BUDGET APPLICATIONS

PLANNING BUDGETARY CLOUD SOLUTION: SYSTEM ACCESS, GUIDES & TRAINING

- Budget Planning (BP)
- Current Year Planning (CYP)
- Multi Year Planning (MYP)
- Strategic Planning
- Ad-hoc Analytics (Smart View)
- Financial Data Warehouse (FDW)

SF_PBCS Overview

SF_PBCS, SF State's financial planning and analysis tool, supports our efforts to align resources to strategy. Navigate the links to the SF_PBCS pages below to become familiar with the various features of the budgeting system at SF State.

User Guide
User Login
FAQ

User Login

Production Environment
To submit budget plans, click the button below to be taken to Oracle's Enterprise Planning Budgeting Cloud Service Production environment (green background) login page. Once there, click on the Company Sign In button to the right to access SF_PBCS through the SF State Global Login.

SF_PBCS Production Environment

Test Environment
To test budget scenarios and explore the system, click the button below to be taken to Oracle's Enterprise Planning Budgeting Cloud Service Test environment (gray background) login page. Once there, click on the Company Sign In button to the right to access SF_PBCS through the SF State Global Login.

SF_PBCS Test Environment
OUR COMMITMENTS TO EFFICIENCY AND ACCOUNTABILITY

- SF State Budget Reports
- In partnership with OpenGov, CSU provides insight into its finances by year, campus and fund for total revenues and expenses from all sources.
Program Enrollment Trends

Jennifer Summit
Provost and Vice President
Academic Affairs

Lori Beth Way
Dean, Undergraduate Education and Academic Planning

Sophie Clavier
Dean, Graduate Studies

Sutee Sujitparapitaya
Associate Provost, Institutional Analytics
Undergraduate Enrollment

Lori Beth Way, Dean of Undergraduate Education and Academic Planning

University Budget Committee, November 19th, 2020
Course Enrollment (based on FTES)

Source: SFSU Course Enrollment at Census (https://ir.sfsu.edu/content/course-faculty-data)
Top Major Enrollment Trends Over the Past 10 Years

Three Greatest Gains

<table>
<thead>
<tr>
<th>Program</th>
<th>Fall 2020</th>
<th>Trend</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Sci - BS</td>
<td>1,476</td>
<td></td>
<td>+1,213</td>
</tr>
<tr>
<td>CAD-Early Childhood - BA</td>
<td>420</td>
<td></td>
<td>+396</td>
</tr>
<tr>
<td>Criminal Justice Studies -BA</td>
<td>882</td>
<td></td>
<td>+341</td>
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</table>

Three Greatest Declines

<table>
<thead>
<tr>
<th>Program</th>
<th>Fall 2020</th>
<th>Trend</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus Admin-Accounting - BS</td>
<td>678</td>
<td></td>
<td>-408</td>
</tr>
<tr>
<td>Psychology - BA</td>
<td>1055</td>
<td></td>
<td>-372</td>
</tr>
<tr>
<td>Bus Admin-Intl Business - BS</td>
<td>278</td>
<td></td>
<td>-364</td>
</tr>
</tbody>
</table>

Source: SFSU Student Enrollment at Census (https://ir.sfsu.edu/content/students-data)
Graduate Enrollment

Sophie Clavier, Dean of Graduate Studies

University Budget Committee, November 19\textsuperscript{th}, 2020
<table>
<thead>
<tr>
<th>Year</th>
<th>Total Applied</th>
<th>Total Enrolled</th>
<th>% Enrolled</th>
</tr>
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<tbody>
<tr>
<td>Fall 2015</td>
<td>1422</td>
<td>158</td>
<td>11%</td>
</tr>
<tr>
<td>Business Administration</td>
<td>270</td>
<td>43</td>
<td>16%</td>
</tr>
<tr>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>207</td>
<td>31</td>
<td>15%</td>
</tr>
<tr>
<td>Computer Science</td>
<td>497</td>
<td>25</td>
<td>5%</td>
</tr>
<tr>
<td>Engineering (Embedded Electrical and Computer Systems)</td>
<td>175</td>
<td>31</td>
<td>18%</td>
</tr>
<tr>
<td>Social Work</td>
<td>273</td>
<td>28</td>
<td>10%</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>1192</td>
<td>136</td>
<td>11%</td>
</tr>
<tr>
<td>Business Administration</td>
<td>226</td>
<td>51</td>
<td>23%</td>
</tr>
<tr>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>179</td>
<td>29</td>
<td>16%</td>
</tr>
<tr>
<td>Computer Science</td>
<td>416</td>
<td>10</td>
<td>2%</td>
</tr>
<tr>
<td>Nursing (Generic Non RN-MSN)</td>
<td>165</td>
<td>20</td>
<td>12%</td>
</tr>
<tr>
<td>Social Work</td>
<td>206</td>
<td>26</td>
<td>13%</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>1097</td>
<td>137</td>
<td>12%</td>
</tr>
<tr>
<td>Business Administration</td>
<td>168</td>
<td>44</td>
<td>26%</td>
</tr>
<tr>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>148</td>
<td>32</td>
<td>22%</td>
</tr>
<tr>
<td>Computer Science</td>
<td>270</td>
<td>16</td>
<td>6%</td>
</tr>
<tr>
<td>Nursing (Generic Non RN-MSN)</td>
<td>190</td>
<td>20</td>
<td>11%</td>
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<tr>
<td>Social Work</td>
<td>321</td>
<td>25</td>
<td>8%</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>1156</td>
<td>149</td>
<td>13%</td>
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<tr>
<td>Business Administration</td>
<td>167</td>
<td>56</td>
<td>34%</td>
</tr>
<tr>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>184</td>
<td>32</td>
<td>17%</td>
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<td>362</td>
<td>19</td>
<td>5%</td>
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<tr>
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<td>151</td>
<td>21</td>
<td>14%</td>
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<td>21</td>
<td>7%</td>
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<tr>
<td>Fall 2019</td>
<td>1236</td>
<td>140</td>
<td>11%</td>
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<tr>
<td>Business Analytics</td>
<td>148</td>
<td>26</td>
<td>18%</td>
</tr>
<tr>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>170</td>
<td>40</td>
<td>24%</td>
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<tr>
<td>Computer Science</td>
<td>450</td>
<td>25</td>
<td>6%</td>
</tr>
<tr>
<td>Nursing (Generic Non RN-MSN)</td>
<td>155</td>
<td>19</td>
<td>12%</td>
</tr>
<tr>
<td>Social Work</td>
<td>313</td>
<td>30</td>
<td>10%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>1385</td>
<td>139</td>
<td>10%</td>
</tr>
<tr>
<td>Business Analytics</td>
<td>213</td>
<td>12</td>
<td>6%</td>
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<tr>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>157</td>
<td>49</td>
<td>31%</td>
</tr>
<tr>
<td>Computer Science</td>
<td>557</td>
<td>14</td>
<td>3%</td>
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<tr>
<td>Counseling (Marriage, Family, and Child Counseling)</td>
<td>156</td>
<td>21</td>
<td>13%</td>
</tr>
<tr>
<td>Social Work</td>
<td>302</td>
<td>43</td>
<td>14%</td>
</tr>
</tbody>
</table>

Application Submissions
Top 5 Graduate Programs Fall 2015 to Fall 2020 &
New Student Enrollment at Census

Source: SFSU Student Enrollment at Census (https://ir.sfsu.edu/content/students-data)
<table>
<thead>
<tr>
<th>Year</th>
<th>Program</th>
<th>Enrollments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Business Administration</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Creative Writing</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>Engineering (Embedded Electrical and Computer Systems)</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Special Education</td>
<td>35</td>
</tr>
<tr>
<td>2016</td>
<td>Accountancy</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>Business Administration</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Education (Educational Administration)</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Special Education</td>
<td>43</td>
</tr>
<tr>
<td>2017</td>
<td>Biology (Cell and Molecular Biology)</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Business Administration</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Public Administration</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Special Education</td>
<td>59</td>
</tr>
<tr>
<td>2018</td>
<td>Business Administration</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Counseling</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Creative Writing</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Special Education</td>
<td>57</td>
</tr>
<tr>
<td>2019</td>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Creative Writing</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Public Administration</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>Social Work</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Special Education (Credential &amp; MA)</td>
<td>51</td>
</tr>
<tr>
<td>2020</td>
<td>Business Administration</td>
<td>38</td>
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<tr>
<td></td>
<td>Communicative Disorders (with Speech-Language Pathology)</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>Counseling</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Social Work</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Special Education (Credential &amp; MA)</td>
<td>66</td>
</tr>
</tbody>
</table>

Source: SFSU Student Enrollment at Census (https://ir.sfsu.edu/content/students-data)
Application Submissions to Bottom 5 Graduate Programs Fall 2015 to Fall 2020 & New Student Enrollment @ Census

Source: SFSU Student Enrollment at Census (https://ir.sfsu.edu/content/students-data)
## Application Submissions to Bottom 5 Graduate Programs

**Fall 2015 to Fall 20202**

&

**New Student Enrollment @ Census**

<table>
<thead>
<tr>
<th>Fall</th>
<th>Applied</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education (Mathematics Education)</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Education (Special Interest)</td>
<td>5</td>
<td>1</td>
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<tr>
<td>Geographic Information Science</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Spanish</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Theatre Arts (Design/Technical Production)</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>16</td>
<td>7</td>
</tr>
<tr>
<td>Classics</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Education (Adult Education)</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Education (Mathematics Education)</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Spanish</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Theatre Arts (Design/Technical Production)</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>18</td>
<td>12</td>
</tr>
<tr>
<td>Classics</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Education (Special Interest)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Geography</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Gerontology</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Humanities</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>Education (Mathematics Education)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Education (Special Interest)</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Family and Consumer Sciences</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Geography</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Theatre Arts (Design/Technical Production)</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Classics</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Education (Adult Education)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Education (Mathematics Education)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Recreation, Parks, and Tourism Administration</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Theatre Arts (Design/Technical Production)</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Classics</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Education (Mathematics Education)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Recreation, Parks, and Tourism Administration</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Theatre Arts (Design/Technical Production)</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Theatre Arts (MA)</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: SFSU Student Enrollment at Census (https://ir.sfsu.edu/content/students-data)
Top 5 Enrolled Graduate Programs Over Six Semesters | New & Continuing Students

- **Computer Science**
  - Fall 2020: 70
  - Spring 2020: 83
  - Fall 2019: 73
  - Spring 2019: 73
  - Fall 2018: 68
  - Spring 2018: 64

- **Public Administration**
  - Fall 2020: 99
  - Spring 2020: 110
  - Fall 2019: 104
  - Spring 2019: 106
  - Fall 2018: 101
  - Spring 2018: 117

- **Business Administration (MBA)**
  - Fall 2020: 128
  - Spring 2020: 124
  - Fall 2019: 129
  - Spring 2019: 133
  - Fall 2018: 147
  - Spring 2018: 147

- **Physical Therapy - Joint DPT**
  - Fall 2020: 151
  - Spring 2020: 147
  - Fall 2019: 147
  - Spring 2019: 146
  - Fall 2018: 146
  - Spring 2018: 147

- **Special Education (Cred and MA)**
  - Fall 2020: 26
  - Spring 2020: 26
  - Fall 2019: 22
  - Spring 2019: 26
  - Fall 2018: 177
  - Spring 2018: 194

Source: SFSU Student Enrollment at Census (https://ir.sfsu.edu/content/students-data)
Bottom 5 Enrolled Graduate Programs Over Six Semesters | New & Continuing Students

Recreation, Parks, & Tourism Administration
- Fall 2020: 1
- Spring 2020: 2
- Fall 2019: 7
- Spring 2019: 7
- Fall 2018: 7
- Spring 2018: 7

Education (Mathematics Education)
- Fall 2020: 1
- Spring 2020: 4
- Fall 2019: 15
- Spring 2019: 15
- Fall 2018: 7
- Spring 2018: 7

Classics
- Fall 2020: 0
- Spring 2020: 2
- Fall 2019: 3
- Spring 2019: 7
- Fall 2018: 9
- Spring 2018: 10

Theatre Arts (Design)
- Fall 2020: 0
- Spring 2020: 2
- Fall 2019: 2
- Spring 2019: 2
- Fall 2018: 2
- Spring 2018: 3

Drama
- Fall 2020: 1
- Spring 2020: 2
- Fall 2019: 2
- Spring 2019: 3
- Fall 2018: 6
- Spring 2018: 6

Source: SFSU Student Enrollment at Census (https://ir.sfsu.edu/content/students-data)
Student Data

Student (Major) Enrollment Reports

View our Student (Major) Enrollment Dashboard here!

Includes official headcount/FTEs from Fall 2004 thru present.

Course Data

Course Enrollment

- Historical Course Enrollment (Official Census)
- Daily Course Enrollment (Unofficial): Fall 2020

- Individual Course Enrollment by Department
- Course Enrollment Summary by College
- Course Enrollment Summary by Department
Housing, Dining & Conference Services

Jeny Patino
Executive Director
Housing, Dining & Conference Services
Administration & Finance
University Housing, Dining & Conference Services (HDCS) operates three revenue generating programs with annual revenues of $63.5 million:

- Student Housing and Dining;
- Employee & Family Housing;
- Conference & Events Services.

These housing programs support:

- 4,100 student residents;
- 380 apartments of family housing;
- Summer conferences for internal and external clients;
- Marketing and leasing of underutilized campus spaces.

Student housing occupancy has decreased from 96% of 4,100 beds in FY2019-20 to 9% or 400 beds occupied in FY 2020-21.
Operating Expenses

- In addition to housing administration costs, HDCS funds support services: Residential Life, Facilities Services, ITS, Environmental Health & Safety, and Capital Planning, Design & Construction;
- Utilities – cost of utilities will not decrease proportionally to student occupancy due to buildings maintenance to prevent legionella, COVID-19 and other diseases;
- Health and safety – projected expenditures increase in connection with on-going maintenance and resident support;
- Annual deferred maintenance allocations – FY 2020-21 identified need is $8.7 million. These allocations have been postponed;
- Fixed expenses-food services, internet and data services, contractual obligations. Every effort is being made to renegotiate agreements and mitigate costs.
Debt Service

- Debt service is bond financed “mortgage” through the State of California, it cannot be deferred, postponed or delinquent;
- Housing currently has $236.4 million in outstanding debt plus interest obligations through 2039; FY 2020-21 debt service and system obligation is $16.4 million;
- CSU system requires housing to maintain a debt to income ratio (DSCR) of minimally 1.1 in order to maintain a favorable credit rating and interest rate. Anticipated DSCR for 2020-21: -0.36.

Reserves

- CSU reserve policy establishes that housing must maintain a minimum of 3 months to a maximum of 6 months of the operating budget.
## Housing Forecast – Operations ($ in millions)

<table>
<thead>
<tr>
<th></th>
<th>Full Operations</th>
<th>FY 2019-20 Actuals</th>
<th>FY 2020-21 Forecast</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning fund balance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>63.5</td>
<td>48.1</td>
<td>12.0</td>
<td>-75.1%</td>
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<tr>
<td>Cares Act funding</td>
<td>0.0</td>
<td>9.0</td>
<td>0.0</td>
<td>-100.0%</td>
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<tr>
<td>Salaries and benefits</td>
<td>4.7</td>
<td>3.7</td>
<td>2.6</td>
<td>-29.7%</td>
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<tr>
<td>Operating expenses</td>
<td>13.0</td>
<td>12.9</td>
<td>10.8</td>
<td>-16.3%</td>
</tr>
<tr>
<td>Dining Program</td>
<td>8.2</td>
<td>7.1</td>
<td>0.9</td>
<td>-87.3%</td>
</tr>
<tr>
<td>Facilities Services</td>
<td>11.3</td>
<td>10.7</td>
<td>6.8</td>
<td>-36.4%</td>
</tr>
<tr>
<td>Information Technology Services</td>
<td>1.2</td>
<td>1.1</td>
<td>1.0</td>
<td>-9.1%</td>
</tr>
<tr>
<td>Environmental Health &amp; Safety</td>
<td>0.1</td>
<td>0.1</td>
<td>0.0</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Residential Life</td>
<td>3.3</td>
<td>2.6</td>
<td>1.3</td>
<td>-50.0%</td>
</tr>
<tr>
<td>Debt Services</td>
<td>16.7</td>
<td>16.7</td>
<td>16.4</td>
<td>-1.8%</td>
</tr>
<tr>
<td>Capital / Deferred Maintenance</td>
<td>varies</td>
<td>10.9</td>
<td>0.0</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Transfer in</td>
<td>0.0</td>
<td>0.0</td>
<td>5.5</td>
<td></td>
</tr>
<tr>
<td><strong>Ending fund balance</strong></td>
<td></td>
<td>22.8</td>
<td>0.5</td>
<td></td>
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</tbody>
</table>
Revenue Comparison

FY 2019/2020

- Student Housing, $30.9M
- EFH, $7.8M
- Dining Services, $6.7M
- CARES Funding, $9M
- Conference Services, $0.8M
- Event Services, $0.6M
- Other Revenue, $1.2M

FY 2020/2021

- Student Housing, $2.3M
- EFH, $7.6M
- Dining Services, $1M
- CARES Funding, $0M
- Event Services, $0M
- Conference Services, $0M
- Other Revenue, $1.1M
Housing Considerations

Housing feasibility is inextricably tied to the campus support and success:

• Student enrollment – housing is attractive to students due to availability, pricing and proximity to on campus academic resources;
• Many students need to live in housing to ensure their basic needs are met;
• Student success – freshmen living in student housing have a 10% higher GPA and 58% higher graduation rate in comparison with students living off campus;
• Staff and faculty access to apartments – provides housing to University employees at below the Bay Area market prices.
UBC Steering Committee Update

Jennifer Summit
Provost and Vice President
Academic Affairs
UBC Steering Committee met to review candidates for the four (4) new Staff representative member nominations:

1. 18 nominations were received among two labor bargaining units
2. Steering Committee members agreed to create a survey to rank candidates based on the following criteria, based on information from the nomination form:
   - Interest in the UBC
   - Potential contribution to the UBC
   - Diversity factor of the candidate (Cabinet division, department, labor union, position in the university, etc.)
3. Top ranked four candidates emerged
4. Co-chairs agreed with survey and sent their recommendation to President Mahoney for appointment, per the UBC Charge
5. Candidates accepted, and will officially join the December meeting:
   - Jennifer Daly, Academic Affairs, College of Liberal and Creative Arts, Dean’s Office, CSUEU
   - Dylan Mooney, Academic Affairs, College of Health & Social Sciences, IT Helpdesk & Computer Lab, CSUEU
   - Evrim Ozer, University Advancement, Alumni Relations, Associate Director, CSUEU
   - Renee Stephens, Student Affairs & Enrollment Management, EOP Admissions/Outreach, APC
ACTION ITEM:

2021-2022 Budget Timeline Process and Recommendations

Jeff Wilson
Interim Vice President & CFO
Administration & Finance
Planning framework

1. Set milestones
2. Scenario planning
3. Governor’s January proposal
4. CSU/State advocacy and negotiations
5. Campus planning iterations
6. Governor’s May proposal
7. Final state budget
8. Final campus budget
Budget Planning

1. Setting milestones
Budget Planning

November 2020

- CSU Budget Request
December-February 2021

• SFSU Campus Budget Framework- Campus Leadership
  ▪ Enrollment scenarios – Enrollment Management and Institutional Analytics
  ▪ Curriculum and classes scenarios (PT faculty pool) – Academic Resources
  ▪ Budget assumptions – Budget Administration & Operations
    o State allocation and other campus mandatory fees adjustments
    o Direct- salary, benefits
    o Indirect- utilities, insurance, financial aid
Budget Planning

January 2021
• Governor's budget proposal

February 2021
• Approved scenario for campus planning – CFO & President
• SF State Campus Budget Planning memo from President & CFO
• SF State Campus units develop Budget plans- Campus Planners
Budget Planning

January – July 2021
• CSU negotiates with State

March 2021
• Governor/Legislature negotiations
April 2021
• SF State begins budget meetings with Cabinets VP’s, CFO and President

May 2021
• Governor's Budget Revision
Budget Planning

May – June 2021

• Governor signs final State Budget
• SF State final revised scenario- Final B-memo- Budget Administration & Operations
• SF State Working Budget approved and finalized - President and CFO
Budget Planning

July 2021
• CSU provides campus allocations
• SF State Final Budget load in CFS – Budget Administration & Operations

August 2021
• SF State uploads FIRMS Budget Submission to Chancellor's Office- Budget Administration & Operations
UBC Research & Service Organization (RSO)
Workgroup update
(first reading)

Dr. Genie Stowers
UBC faculty member and RSO Workgroup Lead

Public Administration Program / School of Public Affairs & Civic Engagement (PACE)
RSO Workgroup Presentation

Agenda

1. Charge
2. Members of Workgroup
3. Process
4. Principles
5. Observations
6. Macro Enrollment and Budget Scenarios
7. RSO Policy Recommendations
8. RSO Cost Savings Recommendations
“During this time of unprecedented budget challenge, San Francisco State’s costs are under review.

The Research Service Organizations (RSO) Workgroup is charged with reviewing the current costs and budget models governing RSOs in light of the university’s current budget cuts, reviewing RSOs’ (or equivalent centers’) budget practices on peer campuses, and developing recommendations for revising San Francisco State’s RSO budget practices in ways that would deliver significant cost savings in an expeditious timeframe.

By the end of November 2020, the Workgroup is asked to present multiple scenarios for consideration and discussion by the UBC, which will deliver its recommendations to the President.”
RSO Workgroup Members

- Andrew Carrillo
  - President, Associated Students
- Ian Dunham
  - Faculty, Management Department
- Sylvia Piao
  - University Controller
- Gitanjali Shahani
  - Chair, Department of English
- Genie Stowers, Workgroup Chair
  - Faculty, School of Public Affairs and Civic Engagement
Process

- Had little over 2 months to complete our task
- Reviewed RSO policies of SF State and other CSUs
- Split up RSOs into non self-sustaining and sustaining
- Met with all RSOs in 3 panels over 3 meetings
- Invited deans to provide input in writing
- Met to review what we learned and develop recommendations
Working Principles

• All RSOs contribute to the richness of our intellectual and scholarly life at SF State

• RSOs are no more or less responsible for solving our fiscal crisis than other units in the University.

• The University is currently in a fiscal crisis; all parts of the University should contribute to solutions to this crisis.

• Given the extreme variability of the RSOs and their funding structures, and the short time frame available to this Work Group, it is not appropriate for this Work Group to recommend specific cuts in specific RSOs.
Observations

• The existing policy is a SF State policy based upon CSU policies and guidelines; only slight updates have been made recently and it lacks requirements for specific funding structures or for self-sustainability.

• Extreme differences in funding structures and degree of funding from the General Fund exist across RSOs.

• SF State RSO policy context is very different from those at a majority of other CSUs.
## Macro Enrollment and Budget Scenarios

<table>
<thead>
<tr>
<th>Enrollment / Budget</th>
<th>Budget Situation Remains the Same or Worsens</th>
<th>Budget Situation Improves (more CARES funding or increased State funding)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment Numbers Remain the Same or Worsen</td>
<td>Scenario 4-Most Dire&lt;br&gt;More cuts will be needed from every unit on campus</td>
<td>Scenario 3-Middle Ground Budget Improvement&lt;br&gt;Some cuts will still be needed</td>
</tr>
<tr>
<td>Enrollment Numbers and/or Retention Rates Improve</td>
<td>Scenario 2-Middle Ground Enrollment Improvement&lt;br&gt;Some cuts will still be needed</td>
<td>Scenario 1-Most Optimistic&lt;br&gt;Fewer fiscal reductions will be required</td>
</tr>
</tbody>
</table>
The existing RSO policy is at https://research.sfsu.edu/rso_policy

The policy should be updated to incorporate requirements for stronger financial reviews and financial sustainability.
Recommendations for the RSO Policy– Existing RSOs

• Must have a plan within 6 months to become self-sustaining
  • Self-sustaining is defined as no additional use of University General Funds for release time, salary, benefits, student employment, and/or other expenses except for space.
  • Move all non-salary expenses, including student employment, to external funding over time.

• Must become self-sustaining within 3 years; extension, exemptions, or exceptions may be approved by the President.
  • Reviews of RSOs should more clearly focus on self-sufficiency in a way that includes release time, salary, benefits, student employment, and/or other expenses.

• If self-sufficiency is not accomplished, the RSO must report to the President to explain their status and the President may grant an extension, exemption, or exception (see above).
Recommendations for the RSO Policy—New RSOs

• Often, faculty want to create a center or institute (RSO) to accomplish certain aims. They should be encouraged to consider other possibilities besides these very specific and resource-intensive types of organization.

• When starting up an RSO, any proposals for initial seed funding from the General Fund and a realistic timeline for financial self-sustainability should be incorporated into the initial proposal. This portion of the proposal would need to be approved by the jurisdictional administrator prior to the overall approval of an RSO.

• No more than three years should be allowed for a new RSO to become financially self-sustaining.
Potential Budget Decisions and Outcomes Dependent on Larger Environment of Macro Enrollment and Budget Scenarios

Scenario 1-Most Optimistic
• RSOs receiving General Fund monies should make decisions on how and where to cut 2.5% of their budget and forward those decisions to their VP.

Scenario 2-Middle Ground Enrollment Improvement / Scenario 3-Middle Ground Budget Improvement
• RSOs receiving General Fund monies should make decisions on how and where to cut 5% of their budget and forward those decisions to their VP.

Scenario 4-Most Dire Recommendations
• RSOs receiving General Fund monies should make decisions on how and where to cut 10-15% of their budget and forward those decisions to their VP.
PUBLIC FORUM

15 minutes, three minutes per speaker

Please:

✓ “Raise your Hand” *(found on your Participants menu, lower left corner)*
  Unmute yourself when called upon to speak. For transparency, please begin with your
  name, title, department or campus affiliation, then Mute when finished, to reduce noise

✓ 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.

Check our UBC webpage for presentation materials and meeting updates:

https://adminfin.sfsu.edu/ubc