University Budget Committee

Thursday, October 23, 2025

UBC meeting attendees: Please ensure your full name shows onscreen

- Please use the “raise hand” function for questions during Q&A
- We’ll do our best to address questions posted in the Chat
- Public forum begins approximately 11:40 AM
- Today’s presentation will be posted to the UBC webpage

Next UBC meeting date: Thursday, November 20, 2025 from 10:00 AM – 12:00 PM

Welcome

UBC Co-Chairs:

Jeff Wilson
CFO & Vice President
Administration & Finance

Amy Sueyoshi
Provost & Vice President
Academic Affairs

Today's UBC Meeting Agenda

1.	Agenda Review/Office Hours/How to reach UBC	Jeff Wilson
2.	Member rollcall/Minutes approval	Jeff Wilson
3.	President's Remarks	Lynn Mahoney
4.	2025-2026 Enrollment Update	Katie Lynch/Lori Beth Way
5.	2026-2027 Budget Planning Review	Elena Stoian/Jeff Wilson
	(Break) --	(5 mins.)
6.	Institutional Resilience Project: Space Utilization	Chris Farmer/Hamid Ghaemmaghami
7.	Office Hours and Budget Literacy	Jeff Wilson
9.	Public Forum	

How to reach UBC to share any feedback:

UBC Meetings

Attend and Participate; ask clarifying questions, share your knowledge

UBC Office Hours

Drop into UBC peer-hosted Office Hour on **Fridays** after UBC

By Email

ubc@sfsu.edu

Emails are shared with UBC Steering Committee for their consideration

Personally

Reach out to a member so they can share their experience and can bring input back to UBC

UBC Webpage

https://adminfin.sfsu.edu/ubc

Click on the Button

Feedback and Questions

to share any comments or feedback

UBC "Office Hours"

Members of the University Budget Committee (UBC) invite you to drop into UBC Office Hours to provide your feedback on meeting presentations, suggest topics for future meetings or discuss university budget-related questions with your peers.

This is an opportunity to dialogue directly with your UBC member-representatives.

UBC OFFICE HOURS
(tomorrow) **Friday, October 24, 2025**
Faculty & MPP: 11:00 AM – 12:00 PM
Staff: 11:00 AM – 12:00 PM

RSVP to: ubc@sfsu.edu

Office Hours take place via Zoom

- UBC Member roll call
- Approval of Minutes from September 2025 UBC meeting

President
Lynn Mahoney

Q & A

Fall 2025 Enrollment Update & Fiscal Action Plan Enrollment Projections

University Budget Committee

Katie Lynch, Sr. AVP of Enrollment Management & Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education

October 23, 2025

Fall 2025 Post-Census Update

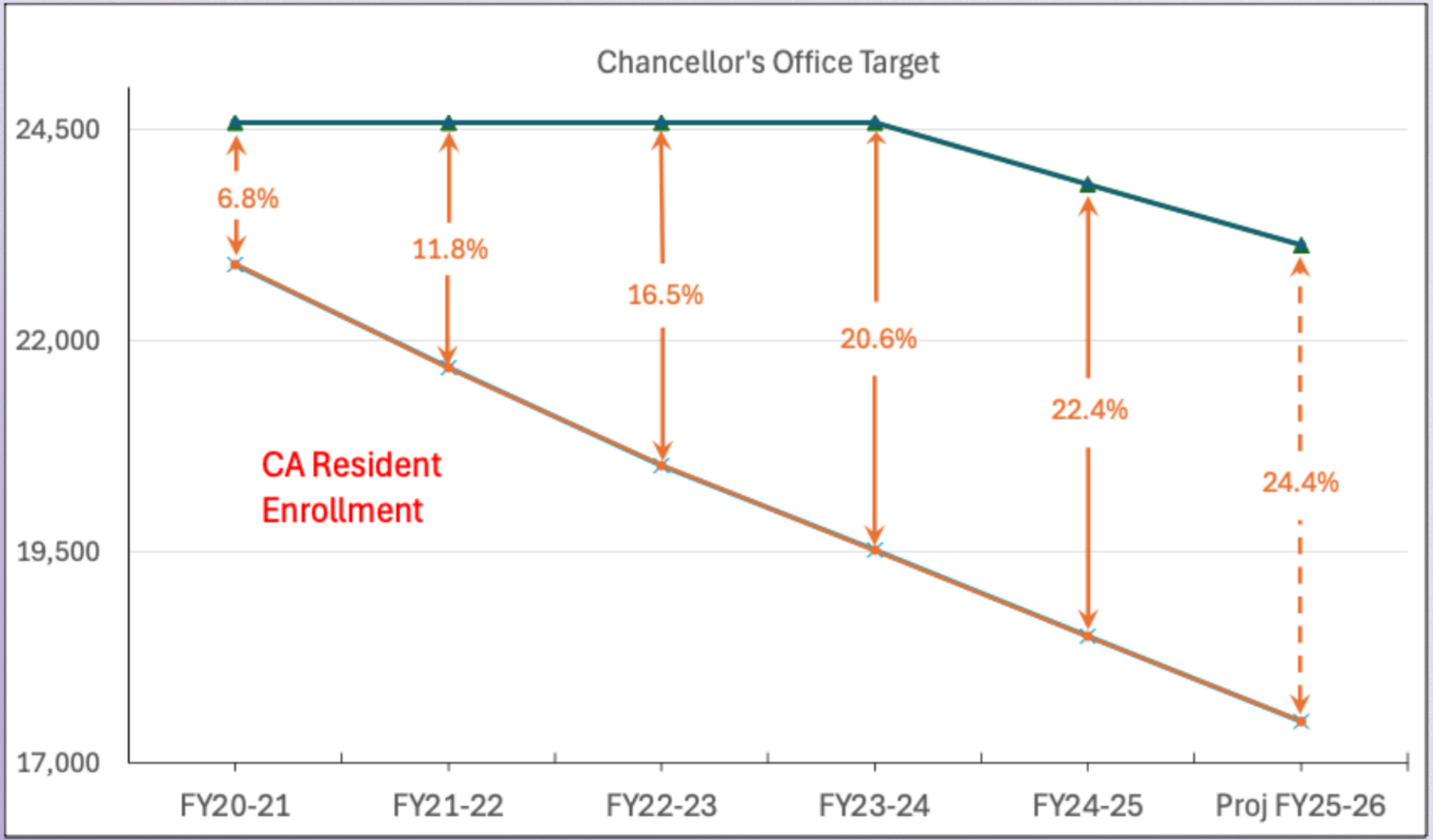
Fall 2025 Post-Census Update

		HEADCOUNT				FTES			
		Fall 24	Fall 25	Change		Fall 24	Fall 25	Change	
New	1st Time Freshmen	2,341	2,078	(263)	-11.2%	2,203	1,987	(216)	-9.8%
	New UG Transfers	2,318	2,318	-	0.0%	1,991	2,025	34	1.7%
	New Pbac	118	132	14	11.9%	89	98	9	10.1%
	1st Time Graduates	975	951	(24)	-2.5%	855	834	(21)	-2.5%
	Total	5,752	5,479	(273)	-4.7%	5,138	4,944	(194)	-3.8%
Cont.	Undergraduates	14,643	13,216	(1,427)	-9.7%	12,273	11,352	(921)	-7.5%
	2BA/Pbac	176	203	27	15.3%	94	105	11	11.7%
	Graduates	1740	1801	61	3.5%	1231	1302	71	5.8%
	Total	16,559	15,219	(1,340)	-8.1%	13,598	12,759	(839)	-6.2%
University Total		22,311	20,698	(1,613)	-7.2%	18,736	17,703	(1,033)	-5.5%

	AVERAGE UNIT LOAD			
	Fall 24	Fall 25	Change	
Undergraduates	12.80	13.09	0.29	2.3%
2BA/Pbac	9.32	9.06	(0.26)	-2.8%
Graduates	9.22	9.32	0.10	1.1%
Total	12.32	12.52	0.20	1.6%

	CA RESIDENT FTES
	Fall 25
Projection	16,812
Enrollment at Census	16,423
Difference	(389)
	-2.3%

CA Resident Enrollment (FTES)



Resident Enrollment
For
Target Calculation

$$\frac{\text{(Summer + Fall + Spring FTES)}}{2}$$

Fall 2025 Post-Census Take Aways

Incoming

- New first-time freshman continue to decline at a rapid pace
  - FTEs are 216 down (9.8%)
- New transfer student enrollment has leveled off
  - FTEs are 34 up (1.7%)
- New grad enrollment remains relatively flat
  - FTEs are 21 down (2.5%)
- Non-resident enrollment saw a fast decline of 13.2%
  - International undergrad is down 31 headcount (18.5%)
  - International grad is down 45 headcount (42.45%)

General

- We are 389 FTEs off projection (2.3%)
- Average Unit Load is up for undergraduate and graduate students

Retention

Understanding the financial impact of retention: Fall 2020 cohort of 2,779 first time freshman with an annual tuition revenue of $7,500/year

	Retention Rate	% Lost	Cumulative # of Students Lost	Annual Revenue Lost	Cumulative Revenue Lost
Year 1	82.50%	17.50%	486	$ 3,647,437.50	$ 3,647,437.50
Year 2	66.40%	33.60%	934	$ 7,003,080.00	$ 10,650,517.50
Year 3	60.50%	39.50%	1098	$ 8,232,787.50	$ 18,883,305.00
Year 4	56.30%	43.70%	1214	$ 9,108,172.50	$ 27,991,477.50

Fall 2024 FTF first-year retention rate: 81.5%

Fiscal Action Plan Projections

Enrollment Projections: Assumptions

Through 2027-2028

- First-time Freshman
  - Fall: 5% decline year over year
  - Spring: 10% decline year over year
- Transfer
  - Fall: 2% increase year over year
  - Spring: 3% increase year over year
- Graduate: Flat
- Non-resident:
  - 2026-2027: 4% decline
  - 2027-2028: 2% decline

2028-2029 and 2029-2030

- Overall Resident: 5% decline year over year
- Non-resident: 10% decline year over year

CSU Resident Target Reduction of 3% each year*

*Target is expected to be reduced between 3 and 5 % year over year

Chancellor Office Submission

Target FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Target	24,582	24,582	23,845	23,130	22,436	21,763	21,110	20,467

Actual FTES	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Actual	20,521	19,516	18,500	17,493	16,591	15,908	15,112	14,357
Non-Resident Actual	1,192	1,189	1,129	1,023	983	962	865	779
Total	**21,713**	**20,704**	**19,629**	**18,516**	**17,574**	**16,870**	**15,977**	**15,136**

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-4,061	-5,066	-5,345	-5,637	-5,845	-5,855	-5,998	-6,110

Actual:Target	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Resident Variance	-16.5%	-20.6%	-22.4%	-24.4%	-26.1%	-26.9%	-28.4%	-29.9%

Strategic Enrollment Management Plan Development

Strategic Enrollment Management (SEM)

- President Mahoney announced in August that we are going to double down our efforts on enrollment; including an organizational restructuring and a request for funding from the Chancellor’s Office
- The development of a new SEM Plan kicked off immediately with a planned completion date of December 24, 2025
- Over 40 workgroups structured to focus on specific areas of recruitment, retention, and strategic marketing and communication
- Aggressive timeline to try to turn the tide on our rapid decline and to put the plan in to action as soon as possible
- $1 million dollar investment from the CO as one-time funding

SEM Plan Highlights

- Conduct a recruitment territory review and redirect recruitment resources based on the findings
- Investment in our tour and visit program to expand offerings
- Development of a Recruiter’s Toolbox to give campus partners the best tools to be effective in their own outreach efforts
- Proposals to invest in a redesigned scholarship program and dual enrollment program
- Further focus on maximizing technology and reducing administrative barriers
- Emphasis on visible career connections

Immediate Investment and Opportunity

Motimatic

Social media partner specifically focused on re-enrollment of students who have stopped out

CollegeRecon

Partnership to drive Veteran and military-affiliated recruitment

Net Price Calculator

Newly designed net price calculator to better demonstrate actual cost and collection of inquiries

AlliChat

Expansion of Alli Chat, our GenAI chatbot, to our prospective student audience

Guaranteed & Direct Admission

Guaranteed and direct admission for qualified SFUSD and CCSF students

Opportunities

- Create positive experiences for our current students in and out of the classroom- this will improve retention; students are our best and most effective recruitment ambassadors!
- Design curriculum to meet current and ever-changing workforce needs. Relevancy matters most to our students.
- Create experiential learning opportunities that build skills for post-graduation careers.
- Assist with our re-enrollment efforts to bring back students who have stopped out.
- Make us aware of policies and practices impeding student success.
- We are all ambassadors for the university

Q & A

- From UBC members
- From meeting guests

Fiscal Year 2026-2027 Budget Planning

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

Agenda

- Annual Budget Process
- Board of Trustees Budget Proposal
- SFSU Budget Planning

Fiscal Year 2026-2027 CSU Budget Planning

Annual Budget Process

SEPTEMBER

Board of Trustees Budget Request

JANUARY

Governor Releases Budget Plan

MAY

Governor Releases May Revision

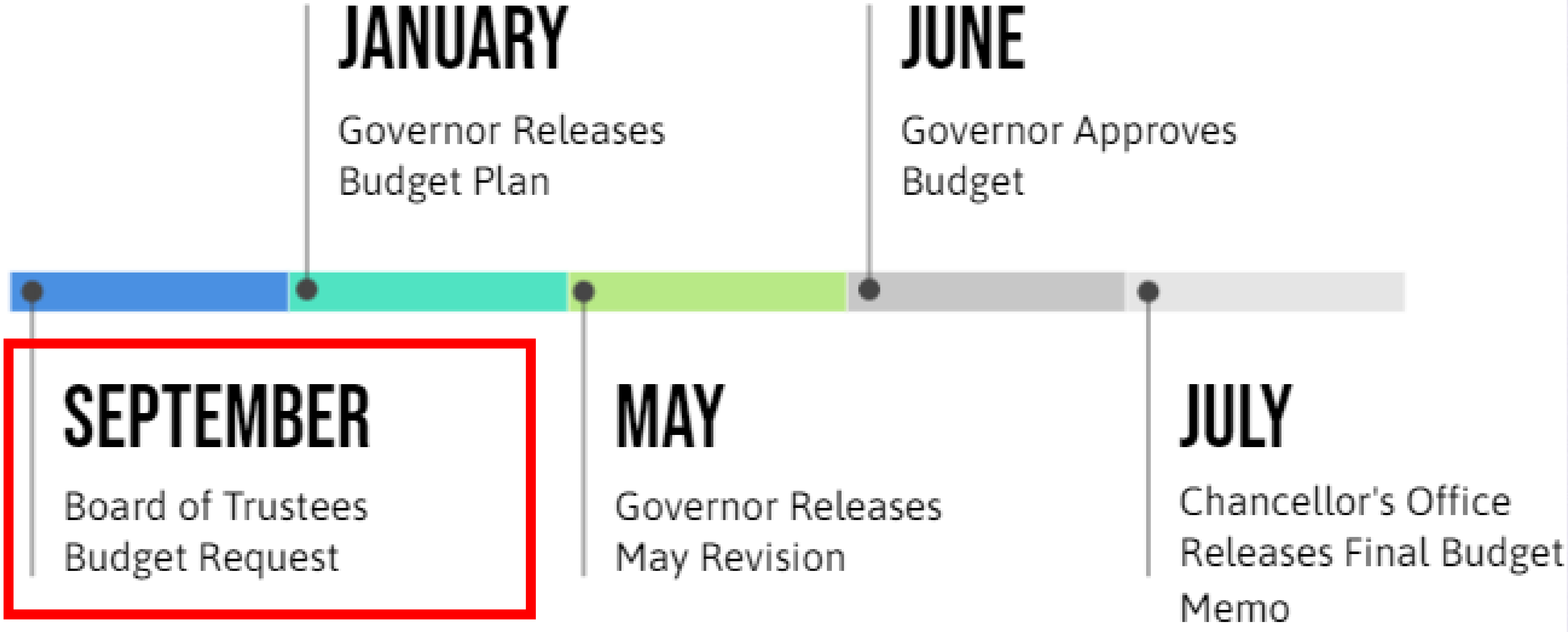
JUNE

Governor Approves Budget

JULY

Chancellor's Office Releases Final Budget Memo

Annual Budget Process



CSU Board of Trustees Budget Request

$597.1 million (7%) increase over fiscal year 2025-2026

- State should restore prior reductions
- State should fulfill compact commitments
- Includes 6% tuition increase
- 1% System-Wide enrollment growth

CSU Board of Trustees Budget Proposal

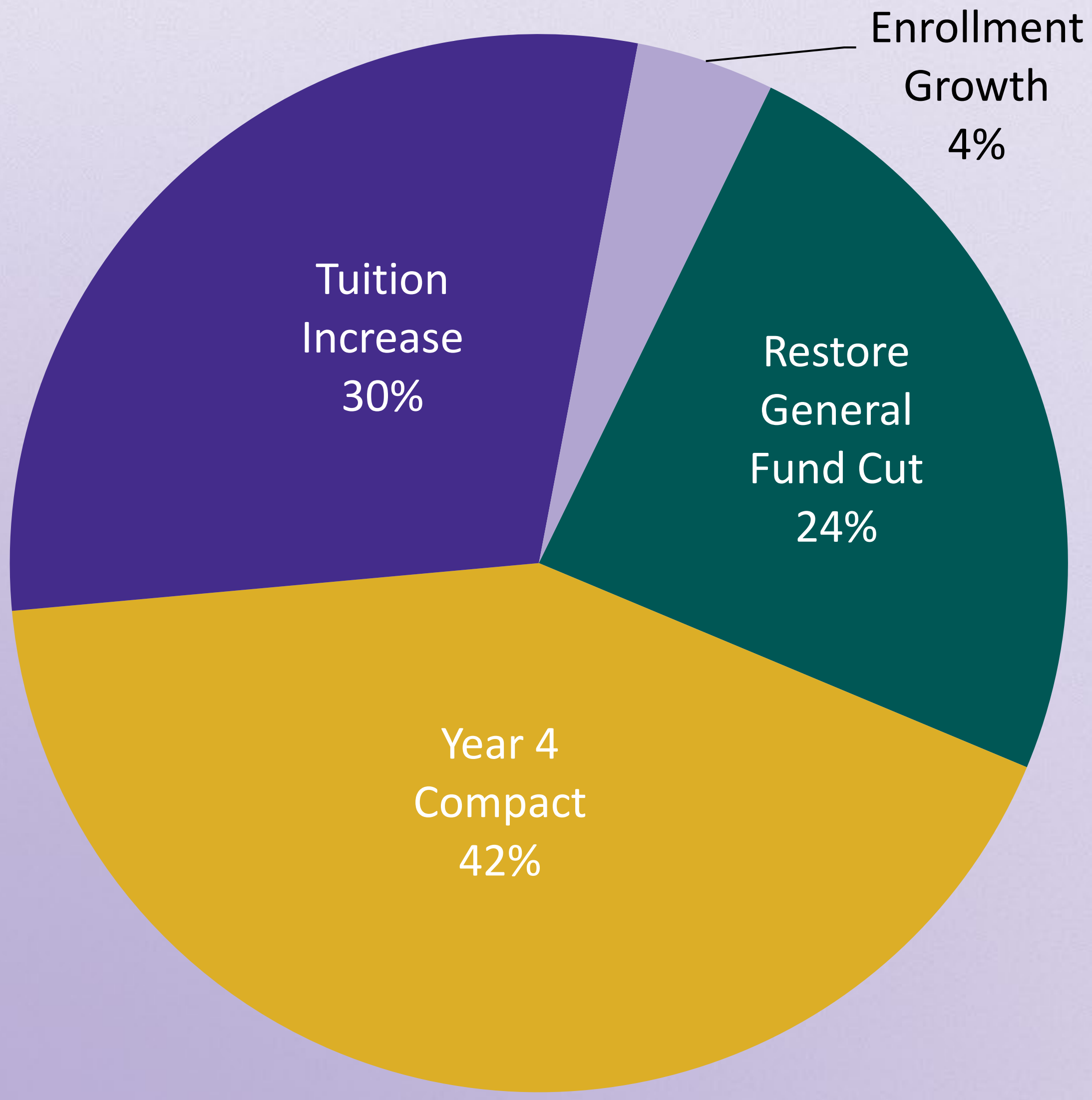
Proposal - REVENUE	Amount (in millions)
Restore Prior Year Reductions	$143.8
Fulfill Year 4 Compact	252.3
6% Tuition Increase	175.8
1% Enrollment Growth	25.2
TOTAL	**$597.1**

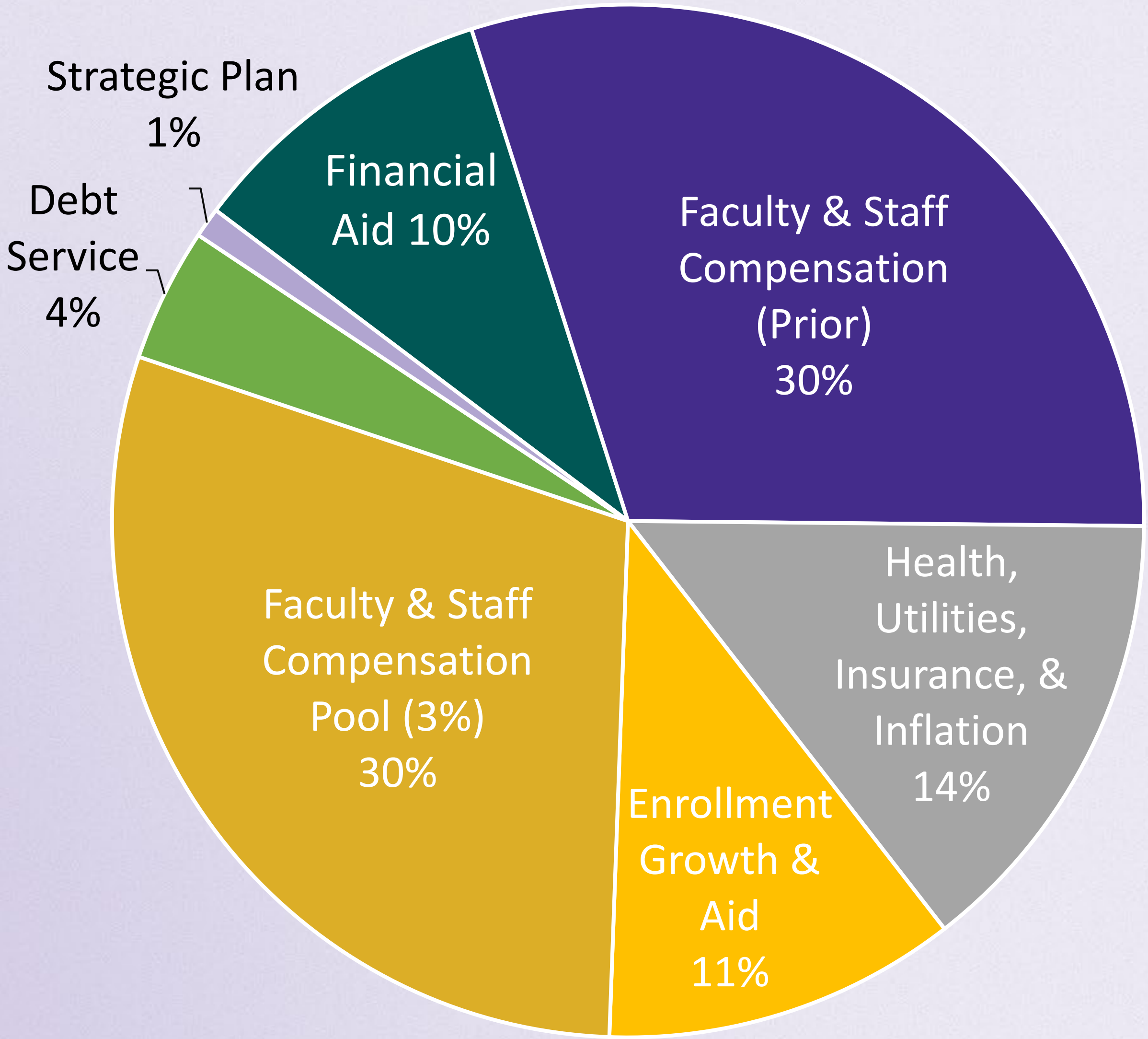
CSU Board of Trustees Budget Proposal

Baseline Commitments - $323.7M	
State University Grants	58.6
Faculty & Staff Compensation	179.5
Health, Utilities, Insurance, & Inflation	85.6

Essential Priorities - $273.4M	
Enrollment Growth (1%) + Aid	66.2
Faculty & Staff Compensation Pool (3%)	176.6
Debt Service for Facilities/Infrastructure	25.0
Strategic Plan Priorities	5.6

EXPENDITURE PLAN ($597.1M USES)





FISCAL YEAR 2026-2027 SAN FRANCISCO STATE BUDGET PLANNING

SF State Budget Planning Assumptions

RESOURCES	COSTS
State Reduction Restoration	Cost Inflation (+3.4%)
Year 4 State Compact	Utilities Increase (+10%)
CSU State Reallocation Plan (-3%) to (-5%)	Risk Pool (Insurance) (+4%)
Enrollment Trend (-5%)	CSUEU Steps
Tuition Increase (+6%)	Essential Priorities

SF State Budget Planning: Revenues

Component	Worst-Case Scenario 1	Mid-Case Scenario 2	Best-Case Scenario 3
State Reduction Restoration	0%	0%	100%
Year 4 State Compact	4.4%	4.4%	4.4%
CSU State Reallocation Plan	-5%	-3%	-3%
Enrollment Trend	-5%	-5%	-5%
Tuition Increase	6%	6%	6%

SF State Budget Planning: Costs

Component	Worst-Case Scenario 1	Mid-Case Scenario 2	Best-Case Scenario 3
CSUEU Steps	1%	1%	1%
Essential Priorities	4.4%	4.4%	4.4%
Operating Expenses	3.4%	3.4%	3.4%
Utilities	10%	10%	10%
Risk Pool	4%	4%	4%

There are no differences in these scenarios.

SF State Budget Planning: Deficit Planning

(in millions)

	Scenario 1	Scenario 2	Scenario 3
Resources			
2025-26 Base	$341.0	$341.0	$341.0
Plus: Adjustments	**1.4**	**5.6**	**13.1**
2026-27 Base	**342.4**	**346.6**	**354.1**
Costs			
2025-26 Base	348.1	348.1	348.1
Plus: Adjustments	14.0	14.0	14.0
2026-27 Base	**362.1**	**362.1**	**362.1**
Deficit	**($19.7)**	**($15.4)**	**($8.0)**

SF State Multi-Year Budget Planning

Original Plan - December 2022

Goal: Align revenues and expenses by FY 2027-2028

Where are we?

Revenues have not kept up with increasing costs.

- Lower enrollments, state budgets, and the CSU's reallocation plan have resulted in lower revenues than forecasted in 2022.
- Unfunded mandates and unanticipated costs, including salary increases, higher utilities, and insurance costs have resulted in higher costs than forecasted in 2022.
- SF State, through cautious planning and budgeting, has maintained it reserves.
- SF State has adjusted its operations to lower costs, but these reductions are not sufficient to address the budgetary realities ahead of us.

SF State Multi-Year Budget Planning

Where do we go from here?

Relying on reserves is not a sustainable strategy.

- The CSU must consider redirecting resources from under-enrolled universities to over-enrolled campuses via the CSU Reallocation Plan.
- The state's budget situation is not improving for now and federal actions place greater pressure on the state to fund health and human services priorities instead of the higher education.

SF State Multi-Year Budget Planning

Where do we go from here? (continued)

SF State's budget reductions have been painful but have relied on attrition, non-renewal of short-term lecturer faculty contracts, and non-retention of administrators (MPPs).

- How do we strategically approach cost savings opportunities in academic programming identified by the Institutional Review Committee (IRC) Report?
- Additional reductions in non-academic leadership positions impact SF State's ability to deliver student support services and ensure a safe, healthy, and welcoming campus.
- How can the SF Bay Region Network (SFBRN) and expanded opportunities for collaboration among the SFBRN universities offer efficiencies that are mutually beneficial?

SF State Multi-Year Budget Planning

Where do we go from here? (continued)

Budget Planning for FY 2026-2027

- Should budget planning achieve a multi-year planning goal to align revenues and costs?
- What shared governance structures outside of UBC should be consulted by UBC for budget planning purposes?

Q & A

- From UBC members
- From meeting guests

5 Minute Break

Institutional Resilience Project: Space Utilization

Chris Farmer, Director of Operations
University Corporation

Hamid Ghaemmaghami
Executive Director of Real Estate Development

Space Utilization

To identify opportunities to lease excess space on campus to generate additional revenue for the University.

Vision Statement:

We have been working consistently on utilizing our real estate assets at SFSU. We plan to focus on 4 different types of real estate at SFSU, including retail, offices, classrooms, and land. We will identify revenue generating opportunities to help support the University's financial stability. Vacant retail locations, buildings, floors, individual rooms, and land will be assessed for leasing potential and feasibility. At the same time, we will analyze areas in our real estate holdings for cost savings. Certain opportunities have already been identified and are being worked on, while others will be determined over the next 6-12 months.

Working Group
Hamid Ghaemmaghami
Chris Farmer
Johnson Yao
Andrew Lok / Husam Erciyes
Building Coordinators (consultations)

Progress to Date:

- We generated $250,000 in land revenue in the FY 24/25.
- A diverse 20 member space committee was formed and has assessed future directions for 14 buildings such as Mary Park and Mary Ward housing,
- Children's Campus has been leased. The former Student Health Center will be marketed.
- Retail locations in the new Science Bldg and CCSC are being filled.

Measures of Success:

- Revenue from leases and/or cost saving measures.
- Unused space on campus can be tapped in to generate additional revenue and to repurpose for other needs.
- Consultation with directors and various building coordinator in all buildings on campus.

Financial Impact:

- Revenue levels will depend on the University's appetite in investment costs that may be required to activate some of the available space.
- Some vacant space may be in more ready condition for leasing, while other spaces may need upfront investment.

Space Utilization

Project progress is ongoing with attention currently on Children's Campus, retail locations, and vacant land available for lease.

Milestones: ***A milestone is a point in the timeline that marks a deliverable or decision.***

Milestone Description	Estimated Time Frame
Waseda University office space lease in Manzanita Square (complete)	Summer 2025
Carmelina's Café in new Science building buildout Summer 2025 plans to Open Fall 2025	Open as of Sept 2025
New food service in CCSC sub-basement with new operator identified and lease negotiations taking place	Target opening Jan 2026
Children's Campus new operator lease (complete)	Target opening Spring 2026
Consultation with various directors and building coordinators to determine availability of space	Fall 2025
Old Student Health Center (vacant building) Identify repurposing opportunities, leasing opportunities, investment costs, etc.	Fall 2025/Spring 2026
Mary Park and Mary Ward residential bldgs. Cost assessment complete for various options. Possible repurposing to recreation use, storage, youth hostel, hotel, or other ideas being considered.	Winter 2025/Spring 2026
Execute new lease at UC law for SFSU Downtown Campus & modify maintenance agreement with Muni resulting in cost saving.	Fall 2025/Spring 2026

Potential Barriers:

- Consolidation of groups to create contiguous space (ex: full bldg., floor of bldg.) will require buy-in and support.
- Cost of renovations could be a barrier to feasibility in some cases.
- Appetite for investment vs. revenue potential will need to be assessed.

Collaborations:

- Groups that may be working on space moves or consolidation will be helpful in providing information
- In addition to the initial assessment of available space on campus, ongoing updates on developments will be helpful.

Q&A

- From UBC members
- From meeting guests

UBC Office Hours and Budget Literacy

Office Hours and Budget Literacy

Office Hours

- UBC promotes fiscal transparency and budget literacy through its monthly “Office Hours” (Fridays after UBC meetings, 11 AM–12 PM via Zoom) and other ways to submit feedback to UBC.
- These sessions invite staff, faculty, and administrators to suggest topics for discussion (students are represented by UBC student members).
- Topics discussed at Office Hours go to the UBC Steering Committee, which prioritizes them for future agendas or forms ad-hoc work groups as needed.
- Everyone is welcome to drop into Office Hours—even just to listen.

Budget Literacy

- UBC agendas includes a glossary of budget terms, soon to be updated. Suggestions for terms are welcome.
- The Budget Administration website’s “Budget 101” section will also be refreshed soon.

Takeaway

- Join Office Hours each month after UBC to share feedback about the campus budget or learn more. This helps UBC stay connected to the campus community.

Q&A

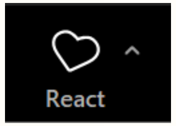
- From UBC members
- From meeting guests

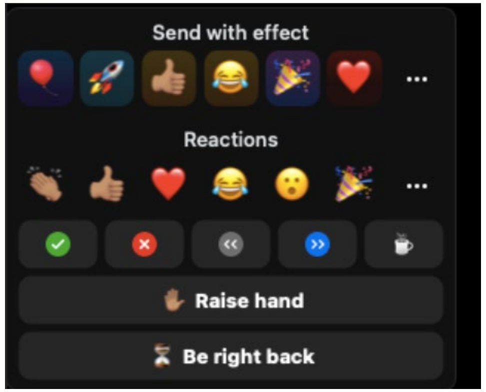
Public Forum

Open to all meeting attendees and UBC members

Please:

- ✓ **“raise your hand”** ***(found on your Reactions menu)***
  Unmute when called upon to speak. For transparency, please begin with your name, title/department. 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 all our community members**

SAN FRANCISCO
STATE UNIVERSITY

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

Check our UBC webpage for information, past meeting materials, meeting updates and how to contact the UBC: https://adminfin.sfsu.edu/ubc