Welcome!

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

- 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*
  - *Please note: this meeting may run past 12:00PM today*
- Today’s presentations will be posted to the UBC webpage

next UBC meeting of Fall 2023 semester:

Thursday, November 16, 2023, 10:00 AM – 12:00 PM via Zoom
Welcome from UBC Co-Chairs

Amy Sueyoshi  
Provost & Vice President  
Academic Affairs

Jeff Wilson  
CFO & Vice President  
Administration & Finance
Share Your Thoughts

**UBC Meetings**
Attend and participate in the public forums

**UBC Office Hours**
Attend a UBC member peer-hosted Office Hour on Fridays after UBC

**By Email**
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

*Tomorrow, Oct. 20th*
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. 20, 2023**

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

**RSVP to:** ubc@sfsu.edu  
All meetings take place via Zoom
Welcome/Office Hours/Agenda Review    Sueyoshi
Member rollcall    UBC coordinator
Minutes Approval (UBC Sept. 2023 meeting)    Sueyoshi
President’s Message    Mahoney
SF State Budget Update    Wilson/Stoian
UBC feedback    Kim

**BREAK (5 mins.)**

Divisional Budget Strategies: Student Affairs & Enrollment Mgmt.    Moore/Schachman
Indirect Cost Recovery (“IDC”) Policy Workgroup update    Sueyoshi
Public Forum    ALL

** this meeting may run a little later depending on the timing of the Public Forum.**
Member Rollcall
Approval of Minutes
from UBC meeting Sept. 19, 2023

All past meeting minutes can be found on the UBC Webpage
President’s Message
• 2023-2024 SF State Budget Review
• 2023-2024 Next Steps
## FY 2023-24 Year 1 of the Multi-Year Budget Realignment Plan

**August 2023**

<table>
<thead>
<tr>
<th></th>
<th>FY 2022-23 Budget</th>
<th>Year 1 Multi-Year Budget Realignment Plan</th>
<th>FY 2023-24 Approved Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources (Revenues)</td>
<td>$350,238</td>
<td>$355,355</td>
<td>$354,578</td>
</tr>
<tr>
<td>Costs (Expenditures)</td>
<td>360,238</td>
<td>362,246</td>
<td>363,552</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>(-$10,000)</td>
<td>(-$6,891)</td>
<td>(-$8,975)</td>
</tr>
</tbody>
</table>
Adjustments based on assumptions released after August 2023

(In thousands)

<table>
<thead>
<tr>
<th>Fall 2023 Enrollments Reported at census</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Tuition and fee revenue if trend holds for Spring</td>
<td>-$7,583</td>
</tr>
<tr>
<td>(21% below funded target rather than 16.3% below target)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CO’s Presentation at September Board of Trustees Meeting</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Compensation Expenses assuming 5% increase for all employees (salaries + benefits)</td>
<td>$14,928</td>
</tr>
</tbody>
</table>
## FY 2023-24 Budget Forecast – Scenario 1 (Best Case)
(Compensation Fully Funded by State/CSU)

<table>
<thead>
<tr>
<th>Resources (revenues)</th>
<th>Approved Budget (Enrollment 16.3% below target)</th>
<th>Enrollment adjustment</th>
<th>5% GSI State/CSU Fully-Funded</th>
<th>Scenario 1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>354,578</td>
<td>-7,583</td>
<td>14,928</td>
<td>361,923</td>
</tr>
<tr>
<td>Costs (expenditures)</td>
<td>363,552</td>
<td></td>
<td>14,928</td>
<td>378,481</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>($8,975)</td>
<td>($7,583)</td>
<td>$0</td>
<td>($16,558)</td>
</tr>
</tbody>
</table>
## FY 2023-24 Budget Forecast – Scenario 2 (Worst Case)
(Compensation Partially Funded by State/CSU)

<table>
<thead>
<tr>
<th></th>
<th>Approved Budget (Enrollment 16.3% below target)</th>
<th>Enrollment adjustment</th>
<th>5% GSI State/CO Partially Funded</th>
<th>Scenario 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources (revenues)</td>
<td>354,578</td>
<td>-7,583</td>
<td>7,035</td>
<td>354,030</td>
</tr>
<tr>
<td>Costs (expenditures)</td>
<td>363,552</td>
<td></td>
<td>14,928</td>
<td>378,481</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>($8,975)</td>
<td>($7,583)</td>
<td>($7,893)</td>
<td>($24,451)</td>
</tr>
</tbody>
</table>
SF STATE 2023-24 BUDGET TO FORECAST SCENARIOS

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Budget</th>
<th>Forecast (Scenario 2)</th>
<th>Forecast (Scenario 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Expenses 363</td>
<td>Deficit, $9 M</td>
<td>378</td>
</tr>
<tr>
<td></td>
<td>Revenue 354</td>
<td></td>
<td>354</td>
</tr>
</tbody>
</table>

(In millions)
SF STATE  BUDGET AND FORECAST BY EXPENSE TYPE

FY 2023-24
$361 M

FY2023-24 Forecast
$376 M

Note: Does not include Financial Aid
NEXT STEPS

• For 2023-24, SF State’s budget will rely on one-time funds (reserves and designated balances) to fund its operations.
• Collective bargaining continues and final impacts will not be known until all agreements have been ratified.
• The performance of the budget plan will be monitored throughout the year by the campus budget officers, with two sessions of financial oversight in the fall and winter.
• By cautiously monitoring and controlling our costs and using one-time funds, SF State can fund its 2023-24 budget.
• Voluntary Separation Program
• Budget Administration & Operations website
Member discussion on the SF State Budget update
Guest questions
on the
SF State Budget update
Contact Us at:

Budget Administration and Operations
Phone 415-338-1463
Email / Website https://budget.sfsu.edu/
UBC Feedback

John Kim
Interim Vice Provost, Academic Resources
UBC Feedback
(see John Kim’s separate document)
Member discussion
on the
UBC feedback
Guest questions
on the
UBC feedback
5 Minute Break
Total General Funds (NG001 and 025) Across SAEM FY23

General Funds Total: $20,855,643.00
General Funds NG001 Across SAEM FY23

NG001 Fund Total: $18,080,726.00
General Funds NG025 Across SAEM FY23

NG025 Fund Total: $2,774,917.00
## 5 Year Univ Salaries/Wages Targets

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>AAF</td>
<td>$163.4</td>
<td>$158.5</td>
<td>$154.9</td>
<td>$151.4</td>
<td>$148.0</td>
<td>$144.7</td>
<td>-$18.7</td>
</tr>
<tr>
<td>A&amp;F</td>
<td>28.8</td>
<td>28.0</td>
<td>27.3</td>
<td>26.7</td>
<td>26.1</td>
<td>25.5</td>
<td>-3.3</td>
</tr>
<tr>
<td>OP</td>
<td>1.4</td>
<td>1.3</td>
<td>1.3</td>
<td>1.3</td>
<td>1.2</td>
<td>1.2</td>
<td>-0.2</td>
</tr>
<tr>
<td>SAEM</td>
<td>18.8</td>
<td>18.2</td>
<td>17.8</td>
<td>17.4</td>
<td>17.0</td>
<td>16.6</td>
<td>-2.2</td>
</tr>
<tr>
<td>UA</td>
<td>5.8</td>
<td>5.6</td>
<td>5.5</td>
<td>5.4</td>
<td>5.3</td>
<td>5.2</td>
<td>-0.6</td>
</tr>
<tr>
<td>UE</td>
<td>2.1</td>
<td>2.0</td>
<td>2.0</td>
<td>1.9</td>
<td>1.9</td>
<td>1.8</td>
<td>-0.3</td>
</tr>
</tbody>
</table>
The CSU system and SFSU is resource challenged

Continuing declining enrollments

Approved tuition increases will be applied to contract increases at the University level first and more than likely not yield additional resource opportunity

Strategic use of existing resources is imperative

University budget deficit exceeding $7 million

University reduction in FTES Targets and related budget from the CSU system
SAEM will continue to implement managing to lower budget targets; all hiring and OE requests carefully discussed, reviewed and decided, in part, on student recruitment, retention, and engagement.

SAEM will continue work it began last year in examining resources; reallocating and adjusting resource uses and needs in the most strategic ways possible.

SAEM will need to manage to the University carry forward policy effective this FY close.
SAEM Responses to Resource Reductions
(Started in FY 22/23)

Reorganization in VP Office
  Provide better HRM support
  Provide better fiscal support
  Centralization of HRM and some of the fiscal operations frees areas potentially use resources in other ways

Continue processes implemented in FY 22/23:
  Review current vacancies
  Park positions unfilled for TBD or more
  Improve job scope and salary of existing positions to fill gaps
  Look to create economies of scale to ensure business continuity -This is a continual dynamic process....

  Other cabinet areas are looking at reorganization and other possibilities to match operations to needs and resources
Resource management across all funding sources – both Budget and Fees – supporting SAEM

Lower enrollment expectations call for operations to support what is actual

Shrinking resources call for operations scaled to support what is necessary
Thank you
Member discussion on the Student Affairs & Enrollment Management Budget and Enrollment Outlook
Guest questions

on the

Student Affairs & Enrollment Management
Budget and Enrollment Outlook
Indirect Cost ("IDC") Workgroup
Workgroup Charge:

The IDC workgroup formed in May 2021 conducted peer institution research on IDC policies, practices and submitted recommendations to the UBC in September 2022. With this report, the new workgroup will draft a policy to recommend to the president, by April 2024.

MEMBERS:

1. Chair: Dean Sivadas, LFCOB
2. Faculty: Gretchen LeBuhn, CoSE
3. Faculty: Tiffany O’Shaughnessy, CHSS
4. CBO: Crystal Kam, CoSE
5. Staff: Audrey Parangan-Smith, SF BUILD Co-Director
6. Advisory: Michael Scott, ORSP
7. Advisory: John Kim, Interim Vice Provost, Academic Resources
Member questions on the IDC Workgroup

(guests, the Public Forum opens next; please hold your questions for a moment)
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.

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

https://adminfin.sfsu.edu/ubc