

University Budget Committee

December 3, 2019



Agenda

- | | | |
|----|---|--|
| 1. | Welcome and Announcements | President Lynn Mahoney &
Interim VP & CFO Jeff Wilson |
| 2. | Approval of Meeting Minutes from September 19 | VP Wilson |
| 3. | Enrollment Update | Sutee Sujitparapitaya |
| 5. | 2020-2021 Budget Update | Elena Stoian |
| 6. | Student Success Update | Provost Summit |
| 6. | UBC Initiatives | VP Wilson |
| 7. | Open Forum (10 minutes, 3-minute limit per speaker) | |
| 8. | Adjournment | |

Welcome and Announcements

Lynn Mahoney
President

Jeff Wilson
Interim Vice President & CFO
Administration & Finance

Approval of September 19th Minutes

Jeff Wilson

Interim Vice President & CFO
Administration & Finance

Enrollment Update

Sutee Sujitparapitaya

Associate Provost

Institutional Analytics, Academic Resources

Academic Affairs



Fall 2019 Enrollment & CY 2019-20 Projection

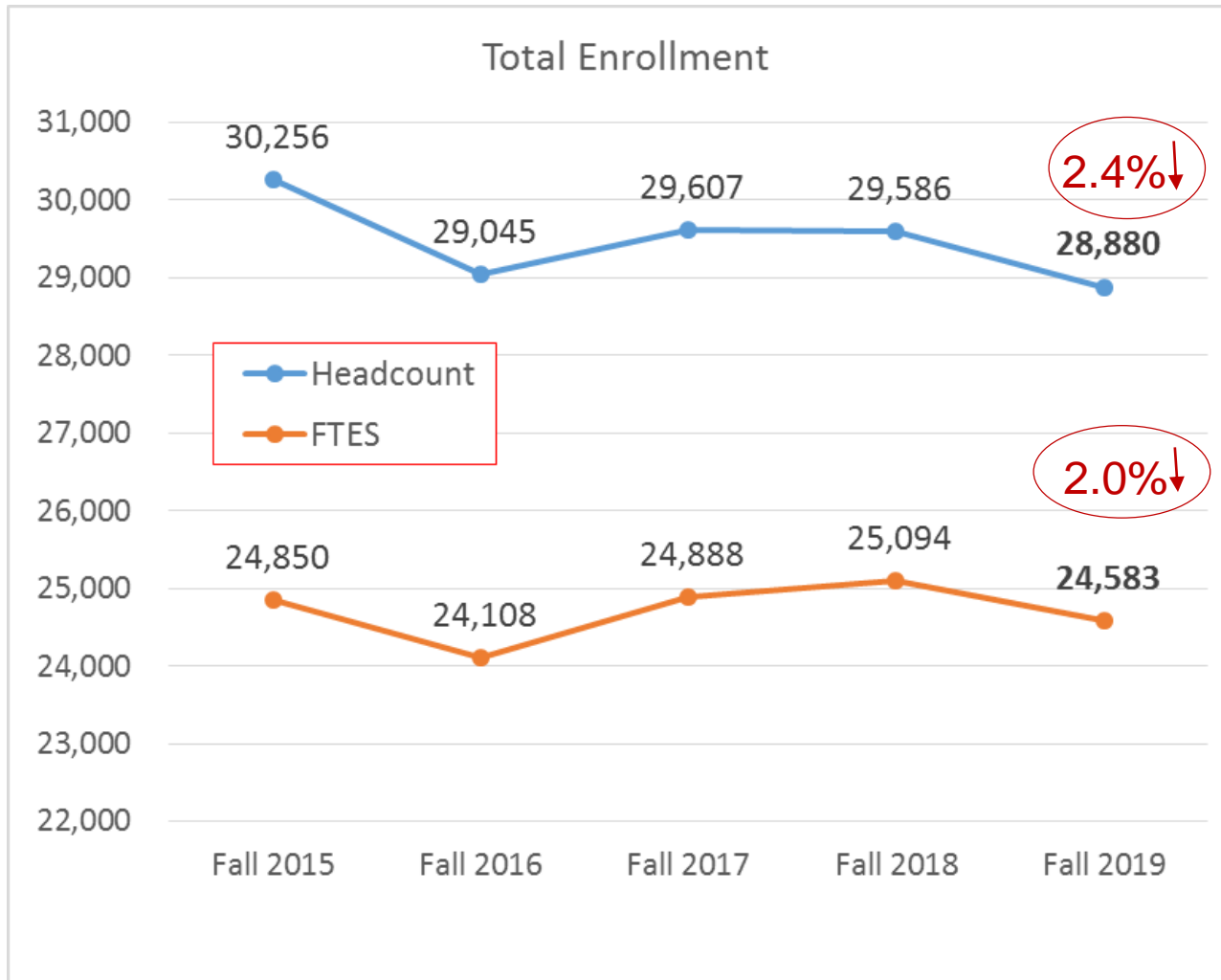
Presented by Sutee Sujitparapitaya

University Budget Committee (UBC)

Tuesday, December 2, 2019

Fall Enrollment: *Fall 2018 vs. Fall 2019*

2



Fall 2019 Enrollment:

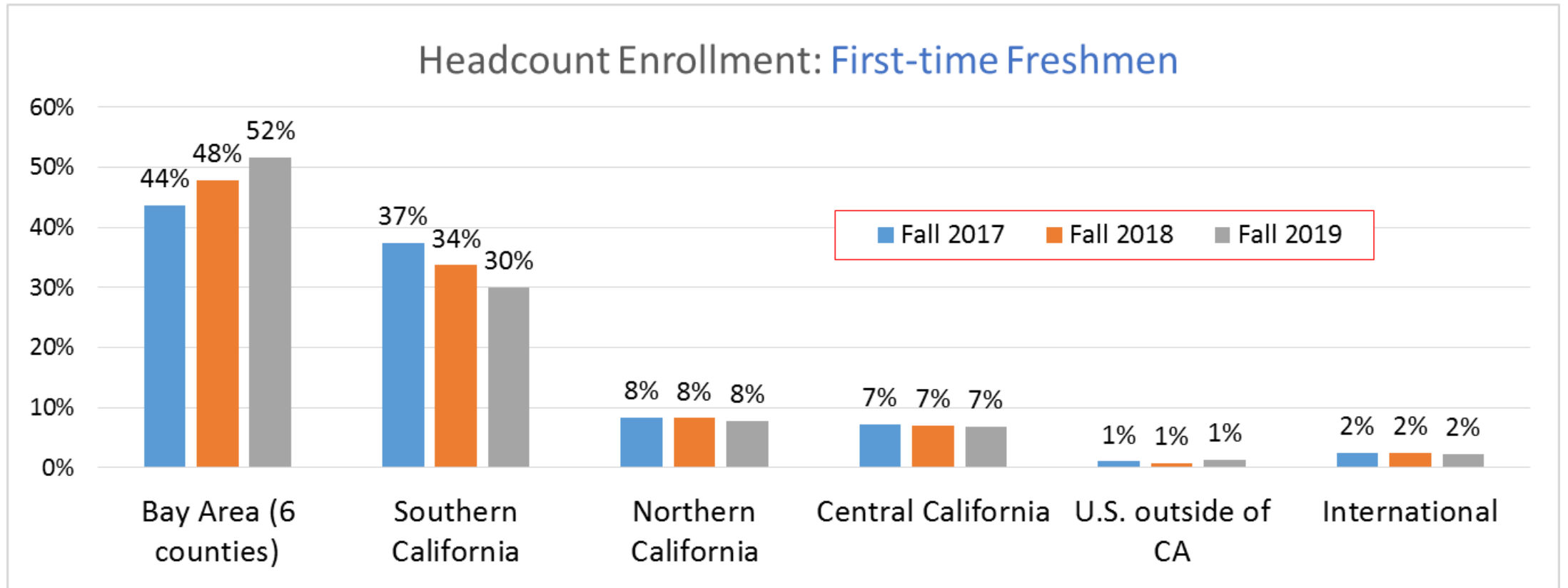
- 28,880 students (or 24,583 FTES)
- About 2% decline in headcount and in FTES

Fall 2019 Enrollment - First-time Freshmen (FTF)

3

- 14% decline in headcount and FTES from last year
- For FTF admits who did not choose SF State, they enrolled at other CSU campuses or community colleges closer to their homes

	Fall 2018	Fall 2019	Difference
Headcount	4,287	3,694	(593)
FTES	3,885	3,359	(526)

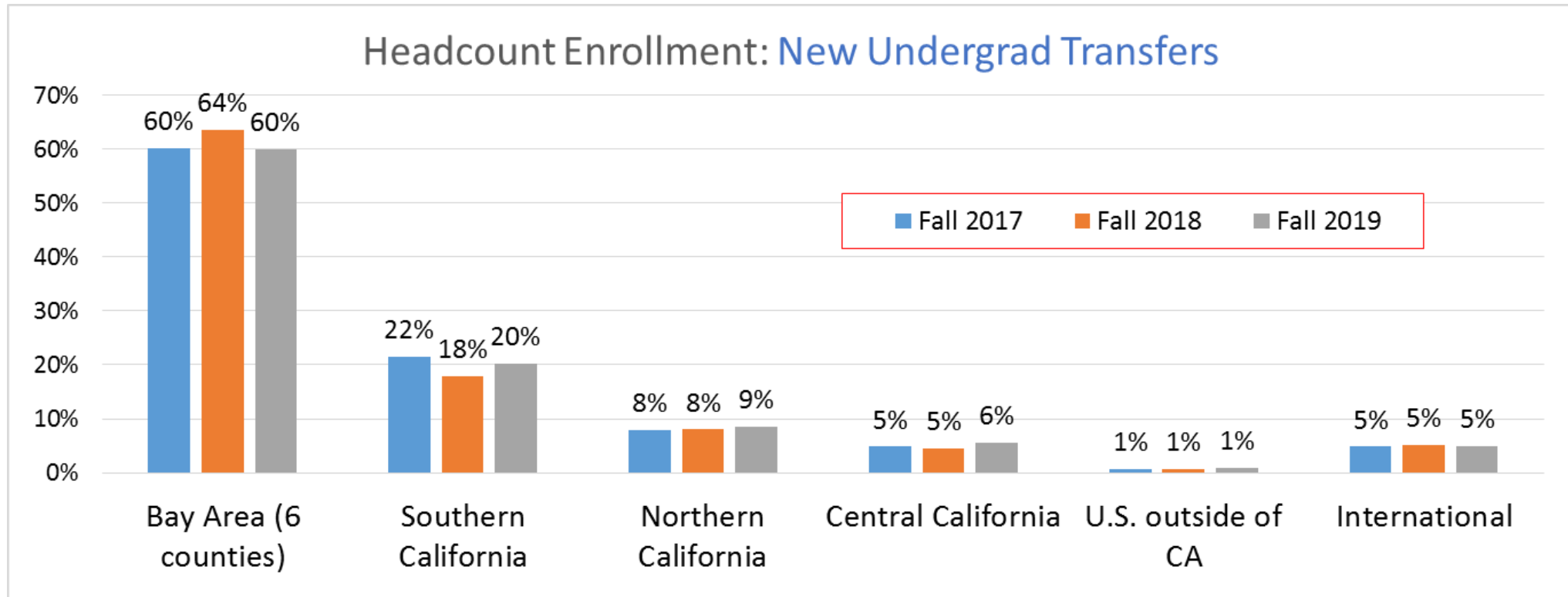


Fall 2019 Enrollment – New Undergrad Transfers

4

- About 5.1% growth from last year
- Although UGT applications had been stable, yield rates have declined, particularly in the bay area counties

	Fall 2018	Fall 2019	Difference
Headcount	3,390	3,563	173
FTES	2,814	3,044	230



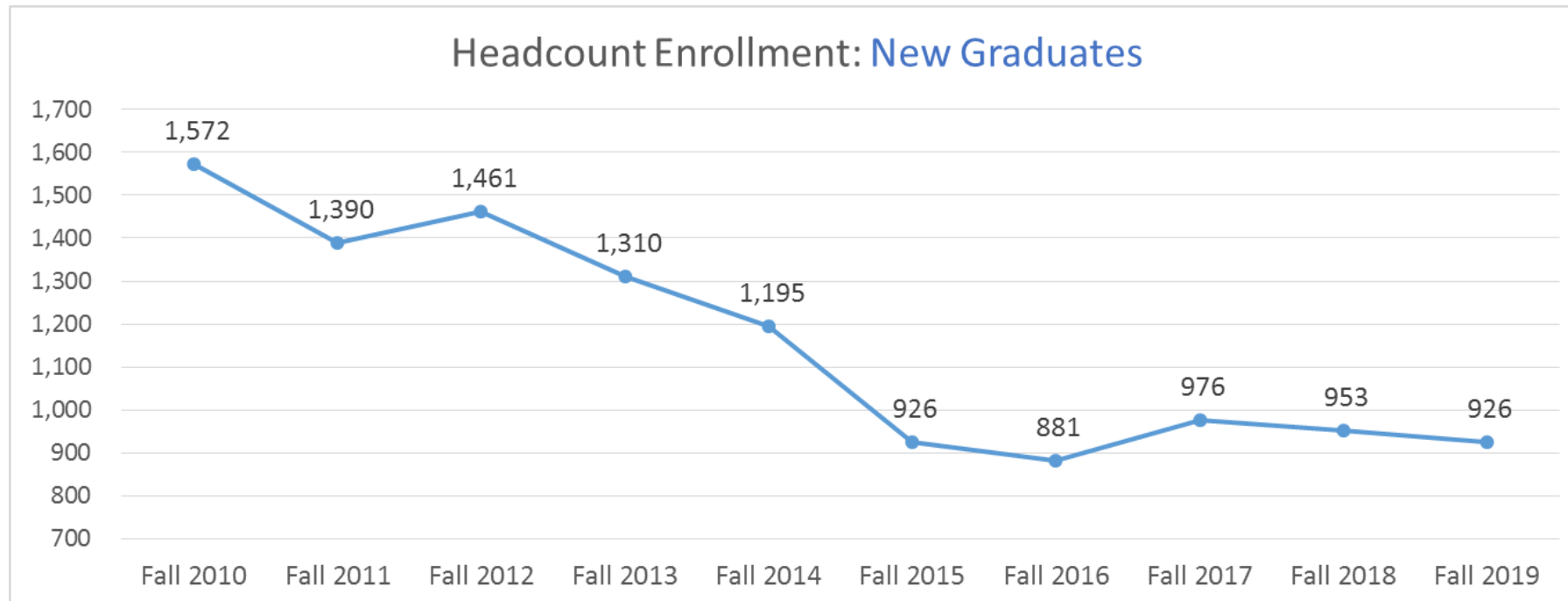
Fall 2019 Enrollment – New Graduates

5

- About 3% decline from last year

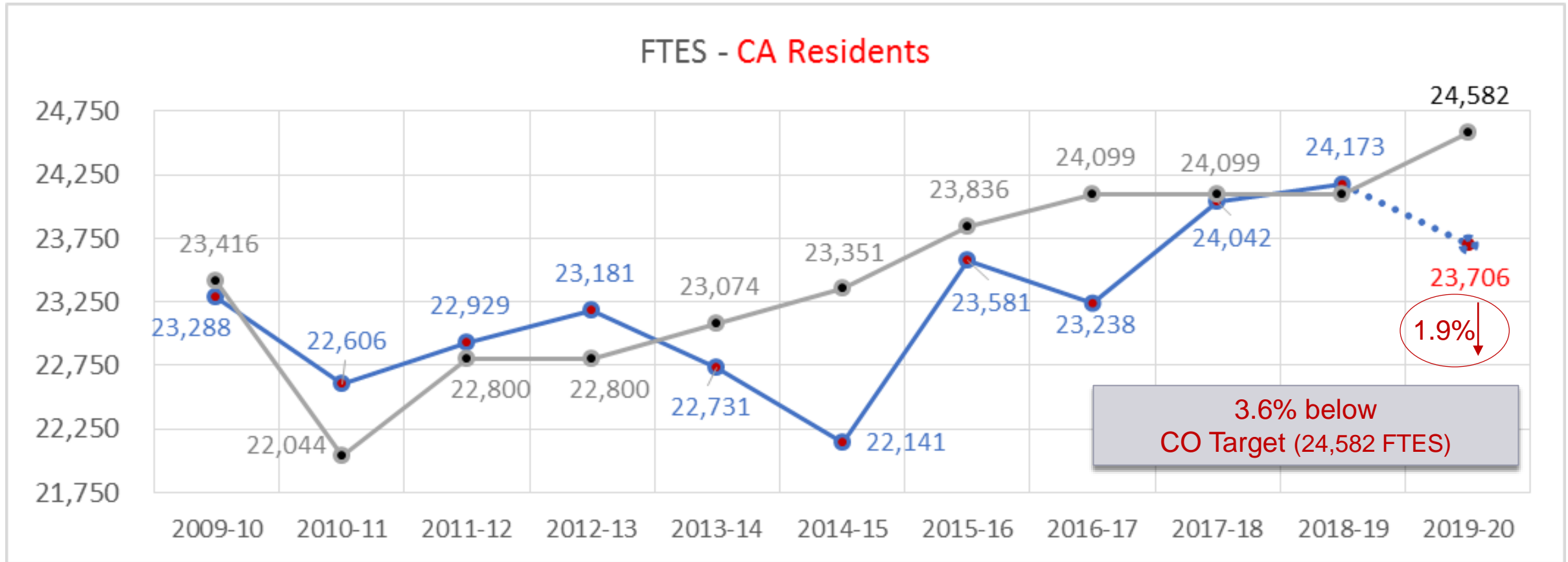
	Fall 2018	Fall 2019	Difference
Headcount	953	926	(27)
FTES	816	804	(12)

- For the last 10 years, new graduate enrollment had dropped nearly 41%
- 82 graduate degree programs (61% of total) experienced enrollment decline more than 10% during the last 10 years



CY 2019-20 Projection – Annualized FTES

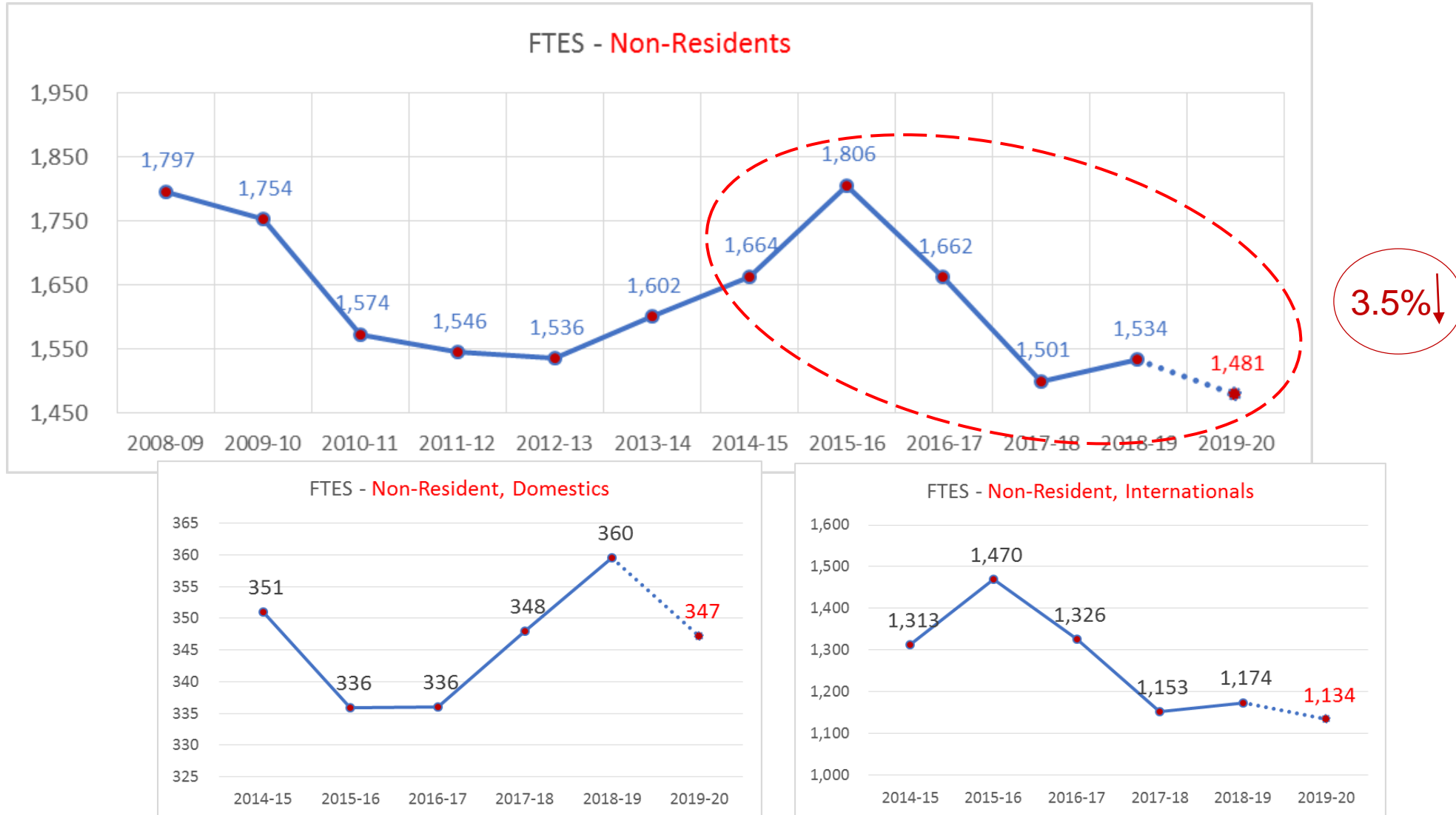
6



Assumptions:

- Summer 2019 and Fall 2019 = Actual Census
- Spring 2020 New Students (e.g., Undergraduates, New Credentials, and New Graduates) = Spring 2019 Applications * Application to Enrollment Ratios
- Spring 2020 Continuing Students = Fall 2019 Enrollment * Continuation Rates; Average Unit Load = Most Recent Year Rate.

CY 2019-20 Projection – *Annualized FTES*



Take Aways

8

- Our enrollment began to decline – both CA residents and non-residents
- Fall headcount and FTES dropped about 2% this year
- First-time freshman enrollment significantly declined nearly 14% while new undergraduates experienced 5% growth.
- The ratio of first-time freshmen to new undergraduate transfers is nearly the same (51: 49)
- New graduate enrollment continued to drop – an average of 4% per year
- CA resident enrollment is projected to come in about 3.6% below the CO assigned target

Questions?

Thank you.

Budget Update: 2020-2021

Elena Stoian
Executive Director
Budget Administration & Operations
Administration & Finance

San Francisco State University

2020-21 Budget Overview

University Budget Committee

December 03, 2019

Presenters:

Jeff Wilson, Interim CFO and VP of Administration and Finance

Elena Stoian, Executive Director of Budget Administration and Operations

AGENDA

- 2020-21 California State University Budget Request
- 2020-21 Preliminary Budget Planning and Calendar

California State University

Budget Request Summary

Fiscal Year 2020-21

FY 2020-21 CSU BUDGET PLAN OBJECTIVES ⁽¹⁾

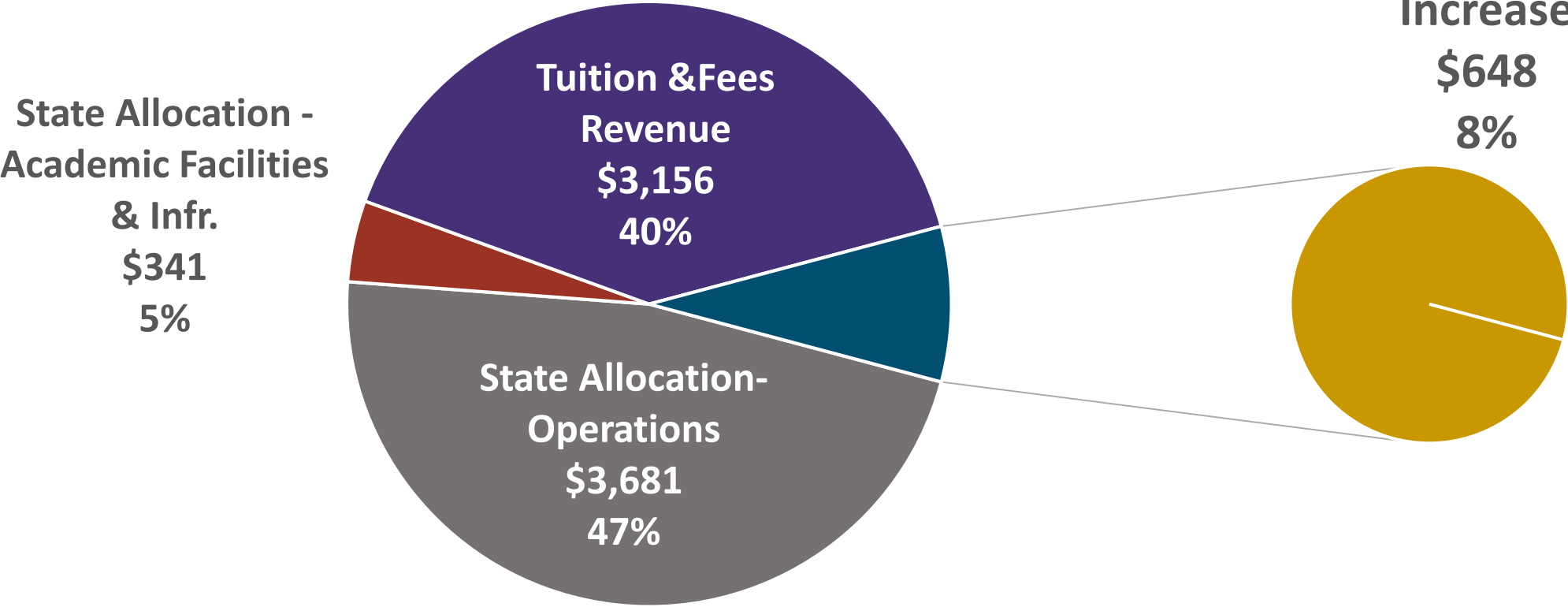
- Increase access through Enrollment growth
- Elevate student success for all while eliminating equity gaps for historically underserved students via Graduation Initiative 2025
- Repair and modernize our aging facilities and infrastructure providing a safe environment for students, faculty and staff
- Promote our students' mental and physical well-being while supporting their Basic Needs
- Ensure welcoming, inclusive campus environments, including space, programming and dedicated staff to support first-generation students and students of color
- Continue to collaborate and cooperate with other segments of California's public higher education system to increase educational opportunities for all Californians

Note: ⁽¹⁾ see [2020-21-CSU operating-budget request](#)

FY 2020-21 CSU OPERATING BUDGET PLAN

(In millions)

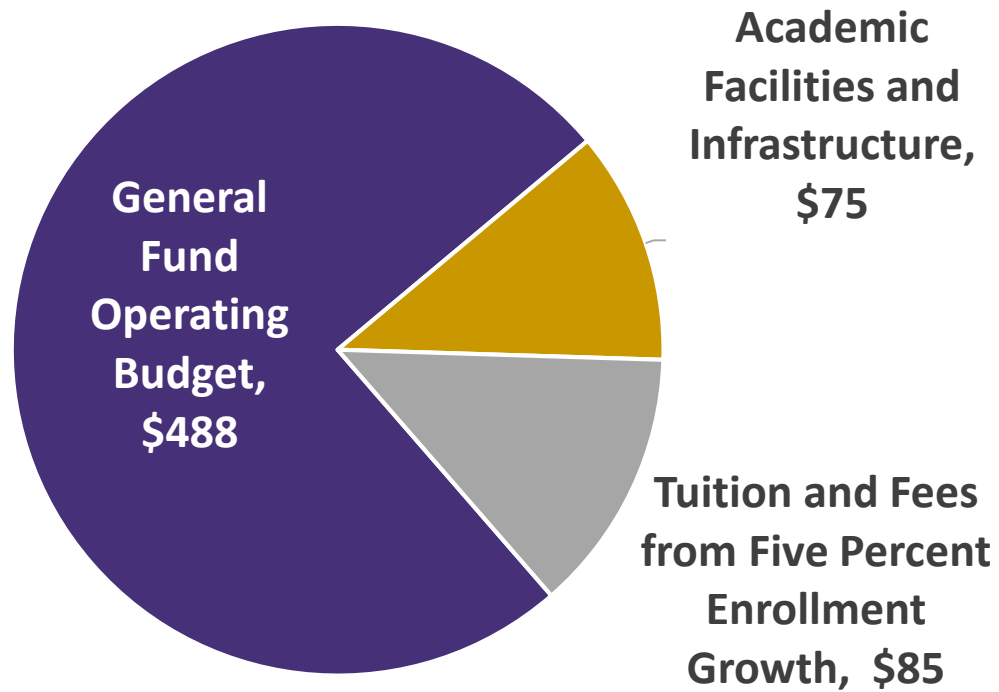
2020-21 Proposed
Increase
\$648
8%



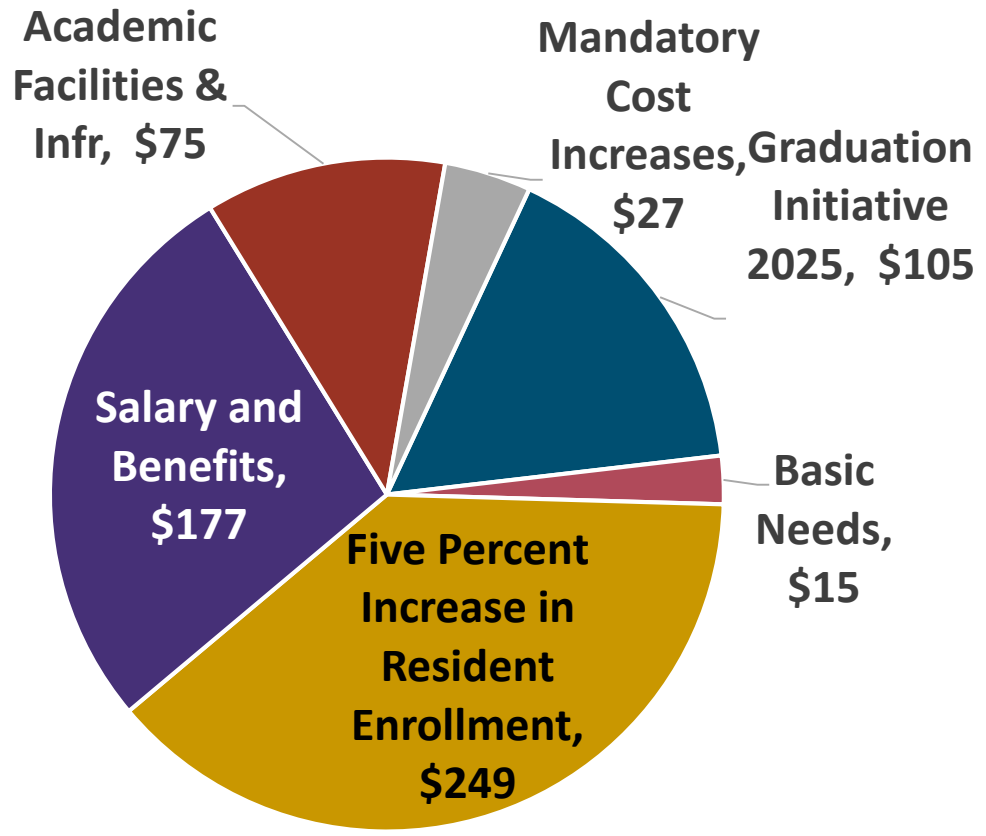
2020-21 Operating Budget and Infrastructure \$7.8 billion

FY 2020-21 CSU BUDGET PLAN SOURCES AND USES OF FUNDS

(In millions)



Total Sources \$648 M

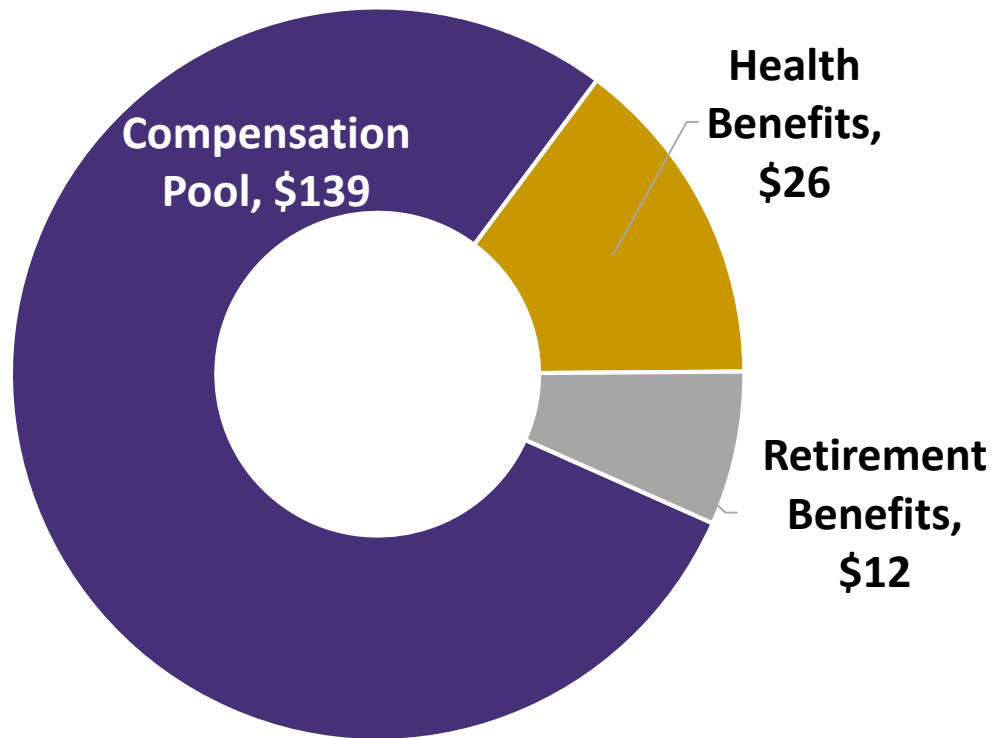


Total Uses \$648 M

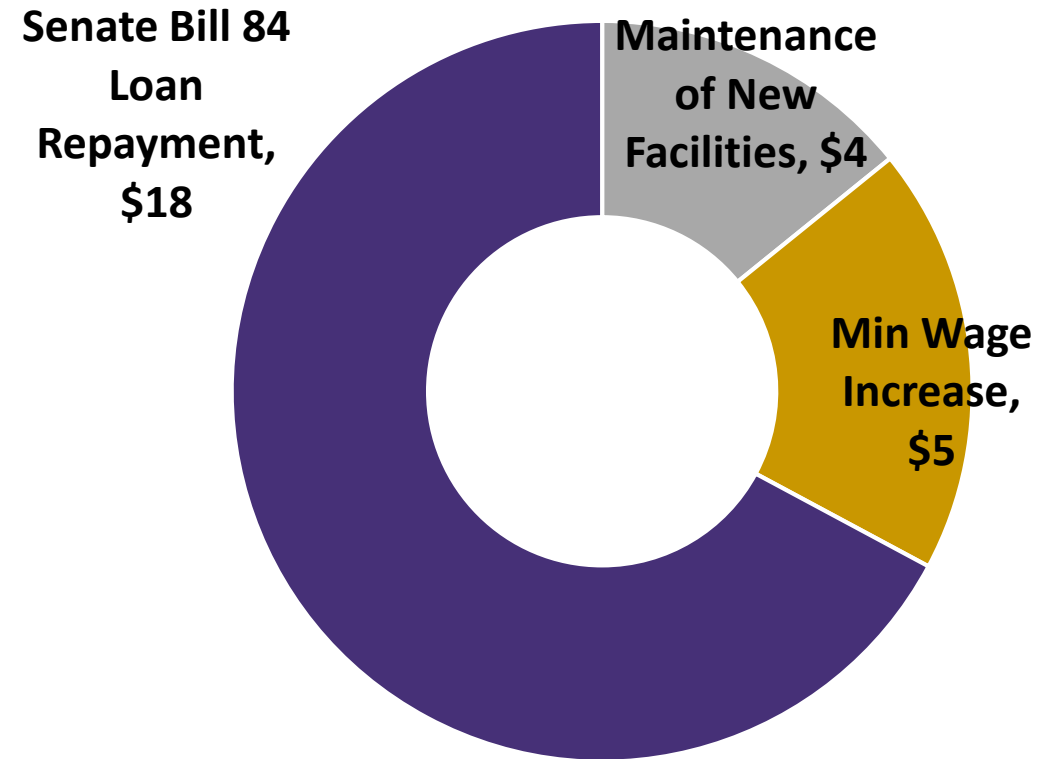
FY 2020-21 CSU OPERATING BUDGET PLAN

(In millions)

Total Salary and Benefits \$177



Total Mandatory Costs \$27



Note: Senate Bill (SB) 84 Loan Repayment authorized the state to borrow 6 billion from state cash account and make one-time supplemental pension payment to CalPers in 2017-18 to reduce the unfunded pension liabilities.

FY 2020-21 CSU BUDGET ONE-TIME REQUEST

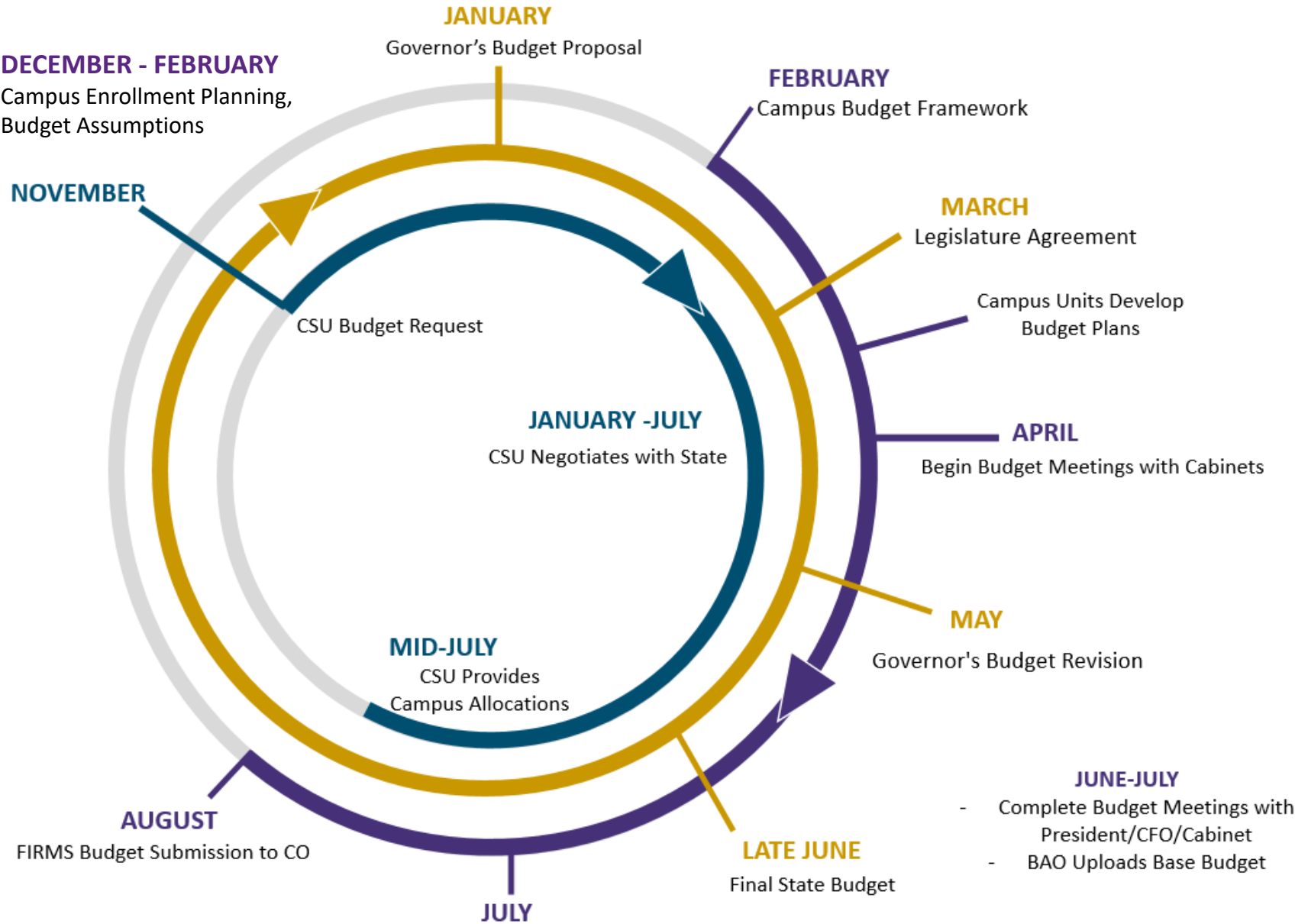
The CSU seeks an additional \$500 million to continue to address the growing maintenance backlog of building and utility infrastructure systems that has passed their useful life

Note: ⁽¹⁾ see [2020-21-CSU operating-budget request](#)

San Francisco State

**2020-21 Preliminary Budget Planning
and
Budget Calendar**

FY2019-20 SF STATE BUDGET TIMELINE



SF State University
Chancellor's Office
Governor

IMPLICATIONS TO 2020-21 CAMPUS BUDGET PLANNING

- The 2020-21 Budget plan will continue to develop as additional information becomes available:
 - CSU Budget request- posted on line on budget office website
 - Governor's January Plan- Mid January
 - Legislator Analyst- May
 - Governor's May Revise
 - Final State Budget (June)
 - Final CSU Budget Allocations (July-August)

FY 2020-21 SF STATE BUDGET ASSUMPTIONS – HIGH LEVEL

Multi-year Budget Plan

- Develop plan and set annual targets for revenue growth based on campus enrollment plan
- Review of the campus workforce planning by unit
- Establish annual targets for cost savings and reductions based on efficiencies and operational excellence
- One yr. budget and two year plan of general funded operations and one yr. budget and 4 year plan for campus self support and auxiliary units

Scenario Budget Plan

- Develop best, medium and worst case operating, capital and reserve level budgets with varying assumptions
- Forecast different staffing and operating expenses levels depending on state funding exceeding CO budget requests to economic downturn
- Building contingency budget line item at the university level and avoid reliance on carryforwards

Dialogue

Contact Us at:



Budget Administration & Operations

San Francisco State University
1600 Holloway Avenue
San Francisco, CA 94132



Phone

(415) 338-1643



Email / Website

budget@sfsu.edu
budget.sfsu.edu

Student Success Update

Jennifer Summit
Provost and Vice President
Academic Affairs

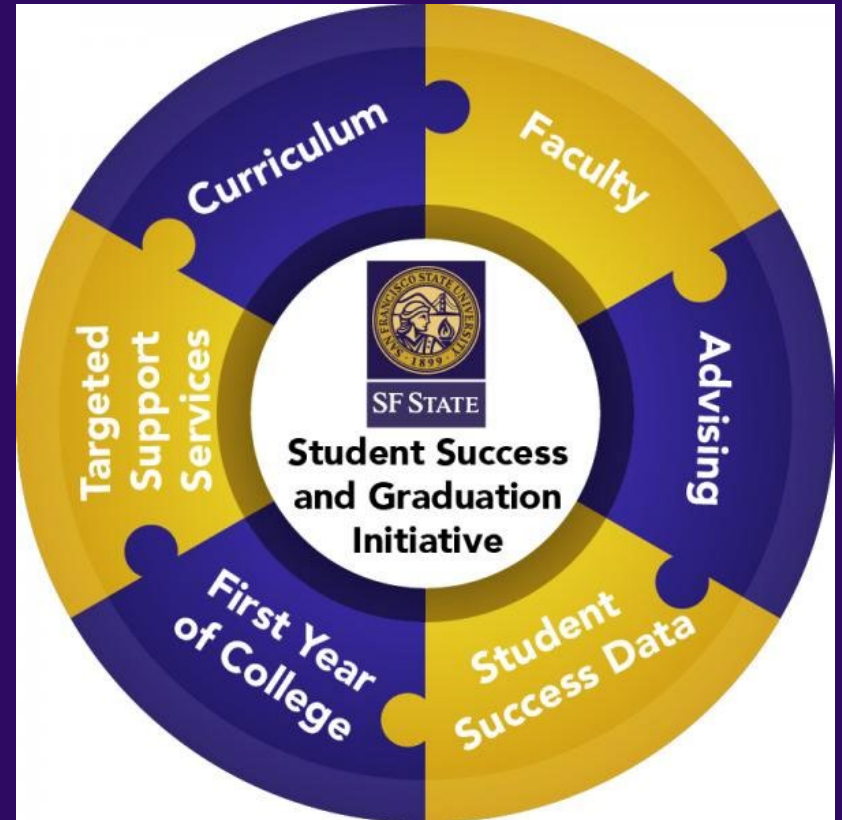
Student Success Update

Jennifer Summit
Provost & Vice President for Academic Affairs

University Budget Council
December 3, 2019

SF State 2025 Student Success Plan

1. Curriculum and Course Availability
2. Coordinated, Strategic Advising
3. Utilizing Student Success Data
4. Improved First Year Experience
5. Targeted Support Services
6. Faculty Hiring and Development



Office of Institutional Research

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Retention & Graduation



Retention & Graduation	▼
Degrees Awarded	▼
Time to Degree	▼
College Readiness	▼
Student Right-to-Know	▼

Graduation Initiative 2025 Goals and Progress



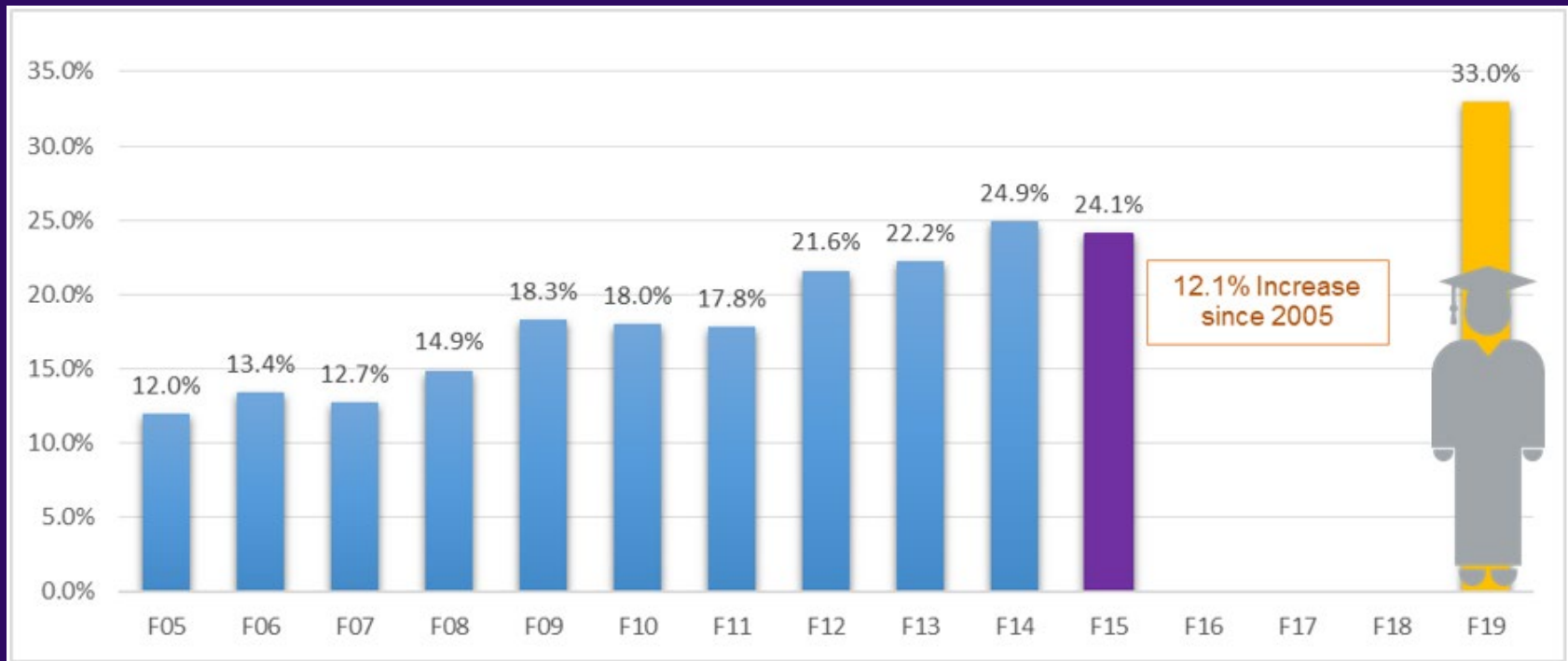
	2016 Rate	2017 Rate	2018 Rate	2019 Rate	2025 Goal
FTFT Freshman: 4-Year Graduation	21.6%	22.2%	24.9%	24.1%	33%
FTFT Freshman: 6-Year Graduation	53.3%	53.6%	54.9%	56.5%	69%
New UG Transfer: 2-Year Graduation	37.2%	41.1%	44.7%	46.0%	49%
New UG Transfer: 4-Year Graduation	72.6%	72.7%	72.8%	74.2%	86%
Gap-Underrepresented Minority	8.5%	9.8%	7.9%	0.8%	0
Gap-Pell Eligibility	0.6%	1.4%	3.8%	0.8%	0

FTFT Freshman = First-time Full-time Freshman

New UG Transfer = New Undergraduate Transfer

4-Year Graduation Rates

First-time Full-time Freshmen

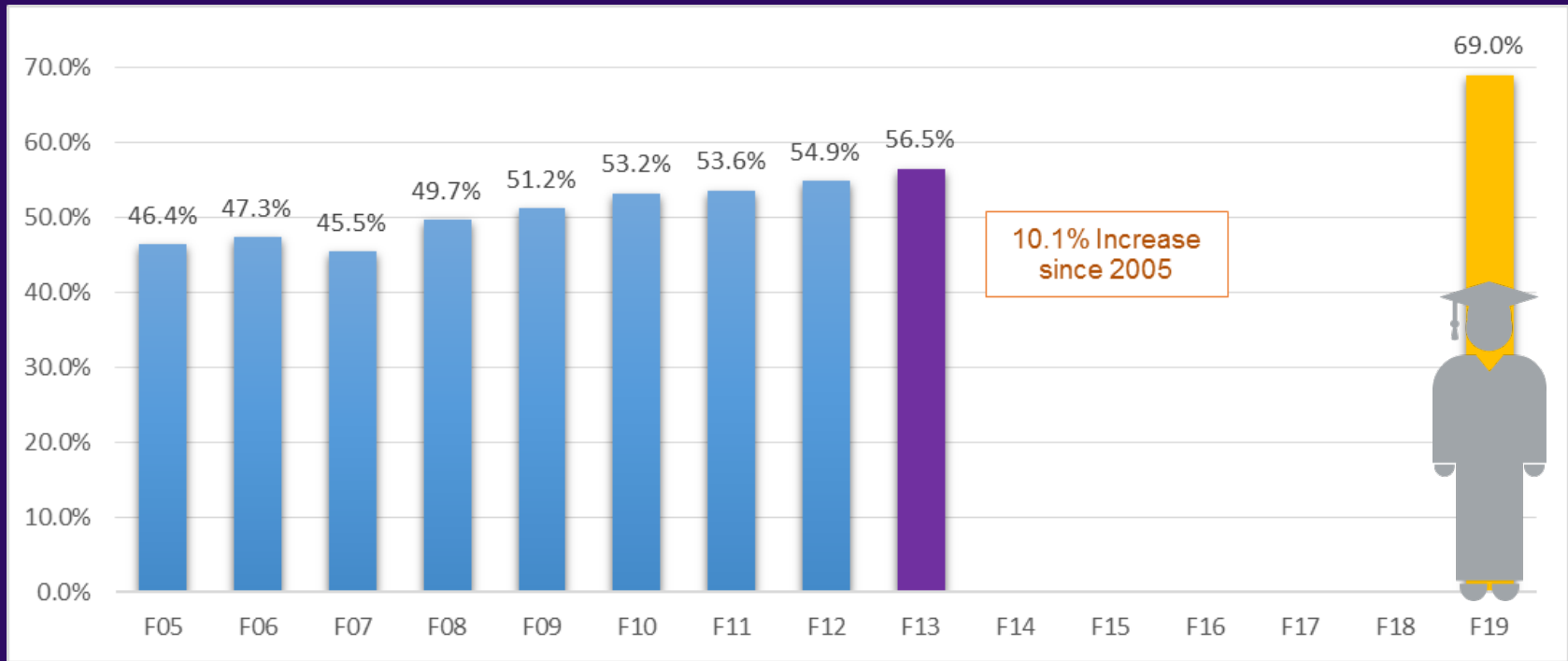


First-time full-time freshman cohort beginning in 2015 was 24.1%

- 0.8% lower than the 2014 cohort

6-Year Graduation Rates

First-time Full-time Freshmen

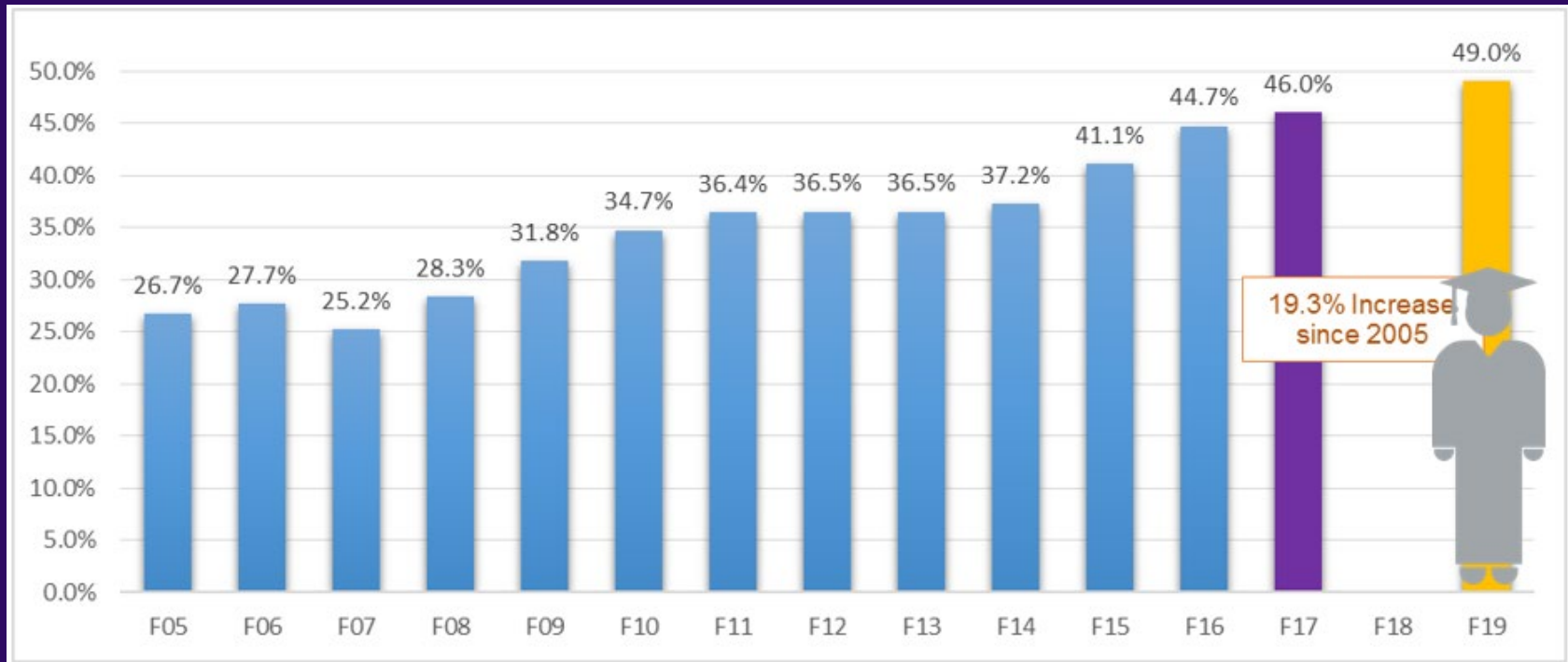


First-time full-time freshman cohort beginning in 2013 was 56.5%

- Highest in SFSU's history (1.6% higher than the 2012 cohort)

2-Year Graduation Rates

New Undergraduate Transfers

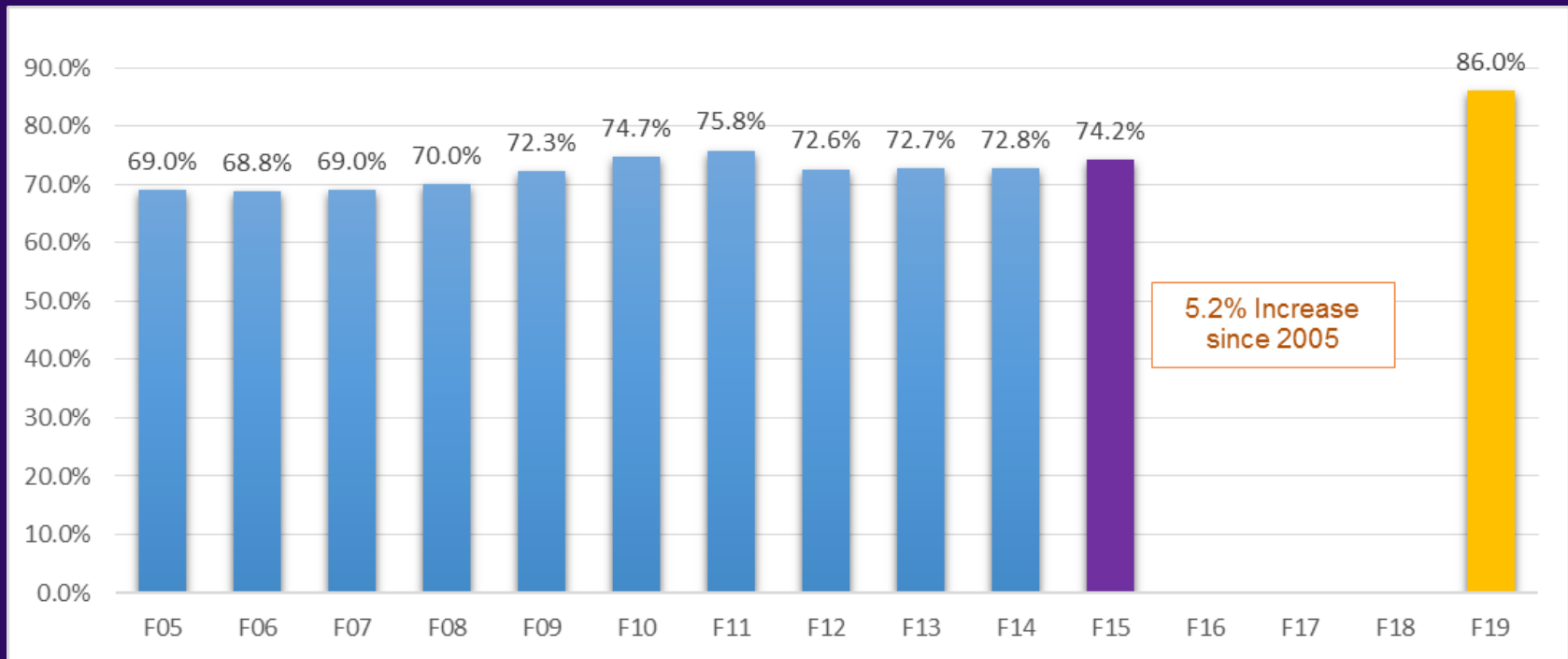


New undergraduate transfer cohort beginning in 2017 was 46.0%

- Highest in SFSU's history (1.3% higher than the 2016 cohort)

4-Year Graduation Rates

New Undergraduate Transfers

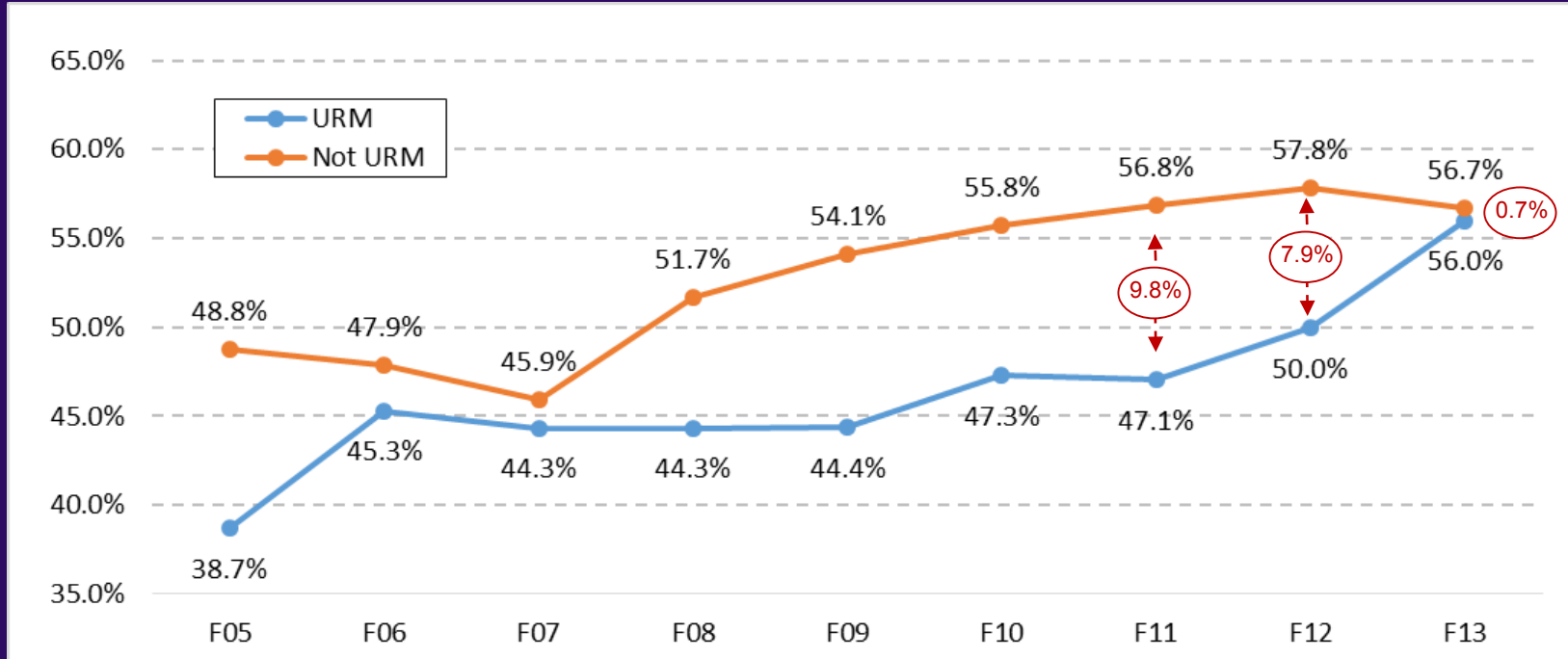


New undergraduate transfers cohort beginning in 2015 was 74.2%

- Small improvement (1.4%) from the 2014 cohort

Opportunity Gap (based on FTFT Freshman 6-Year Graduation Rates)

University Level



Opportunity gap for first-time full-time freshman cohort beginning in 2013 was 0.7%

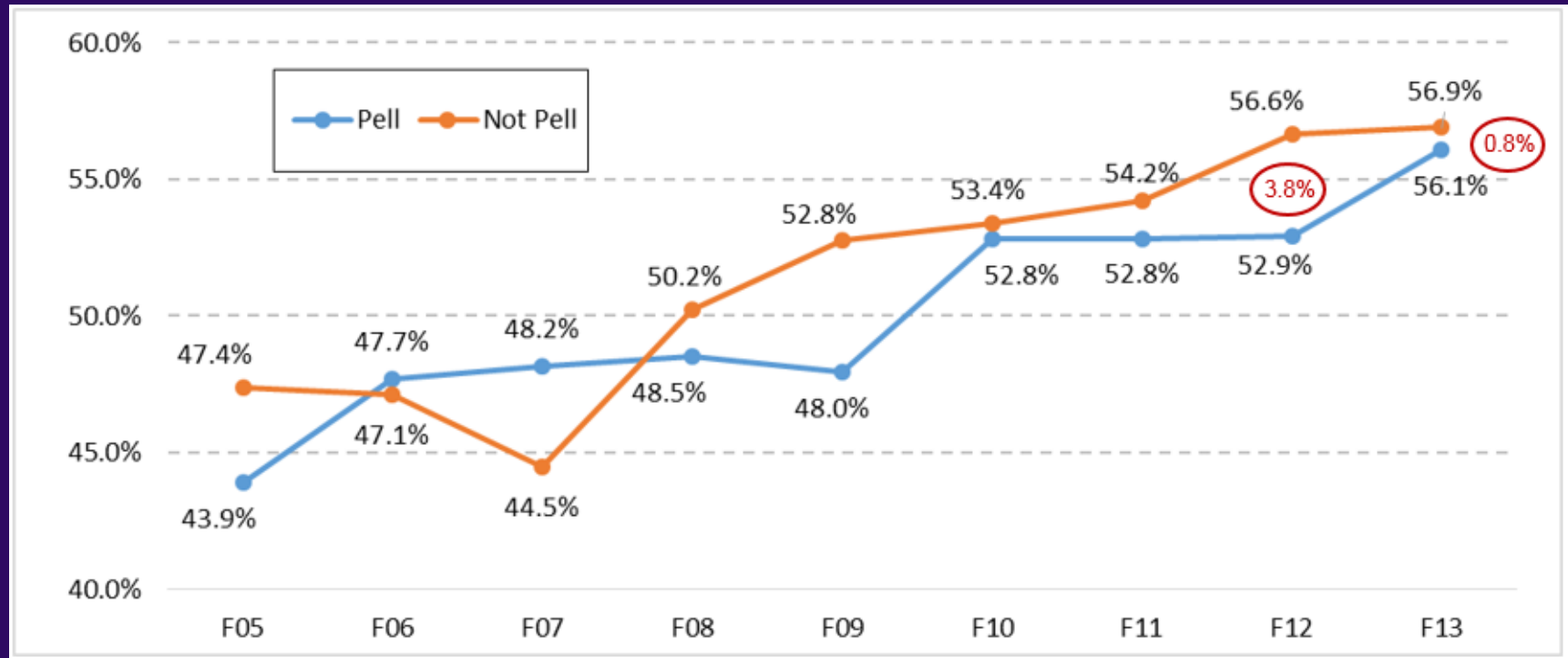
- About 7.2% smaller than the 2012 cohort

Underrepresented Minority (URM) = IPEDS Ethnic/Race reporting categories of Black/African American, Hispanic/Latino, and American Indian/Native American.

Not Underrepresented Minority (Not URM) = IPEDS Ethnic/Race reporting categories of White, Asian, Native Hawaiian, Pacific Islander, Two or More Races, Unknown, and Non-Resident Alien/International.

Pell Equity Gap (based on FTFT Freshman 6-Year Graduation Rates)

University Level

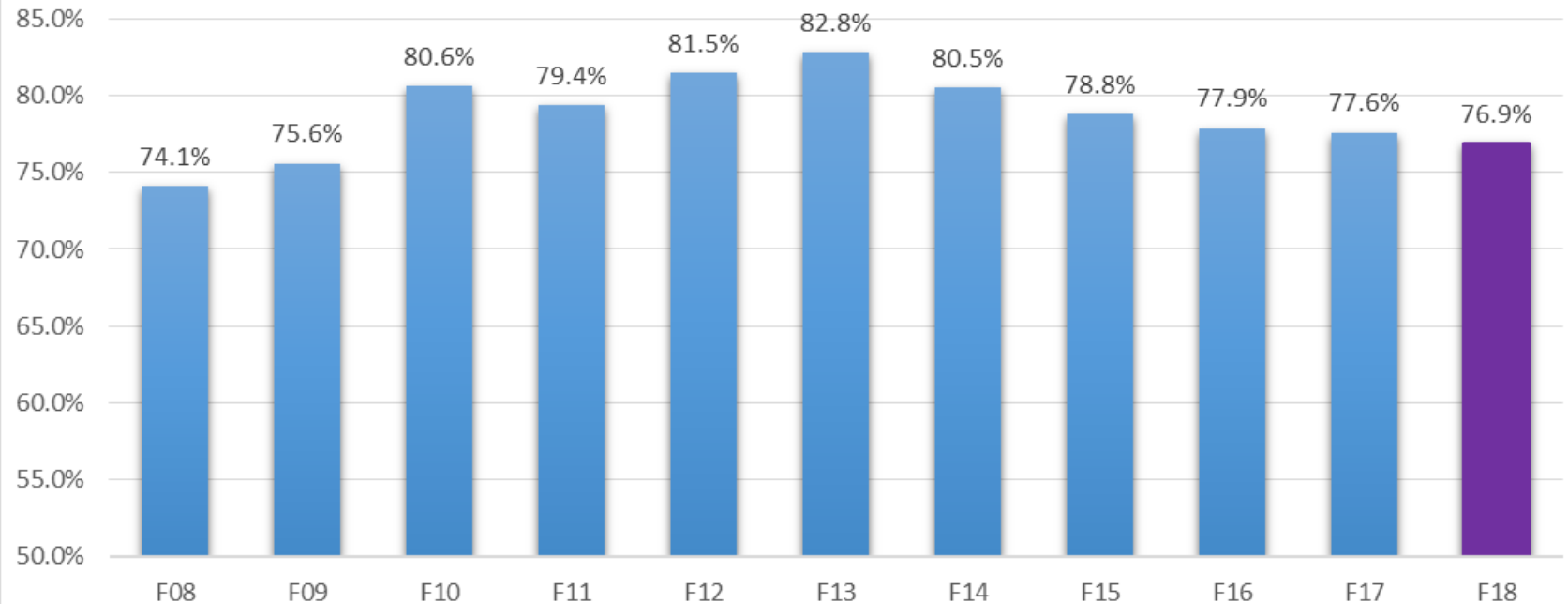


Pell equity gap for first-time full-time freshman cohort beginning in 2013 was 0.8%

- About 3.0% smaller than the 2012 cohort

First Year Retention Rates

First-time Full-time Freshmen

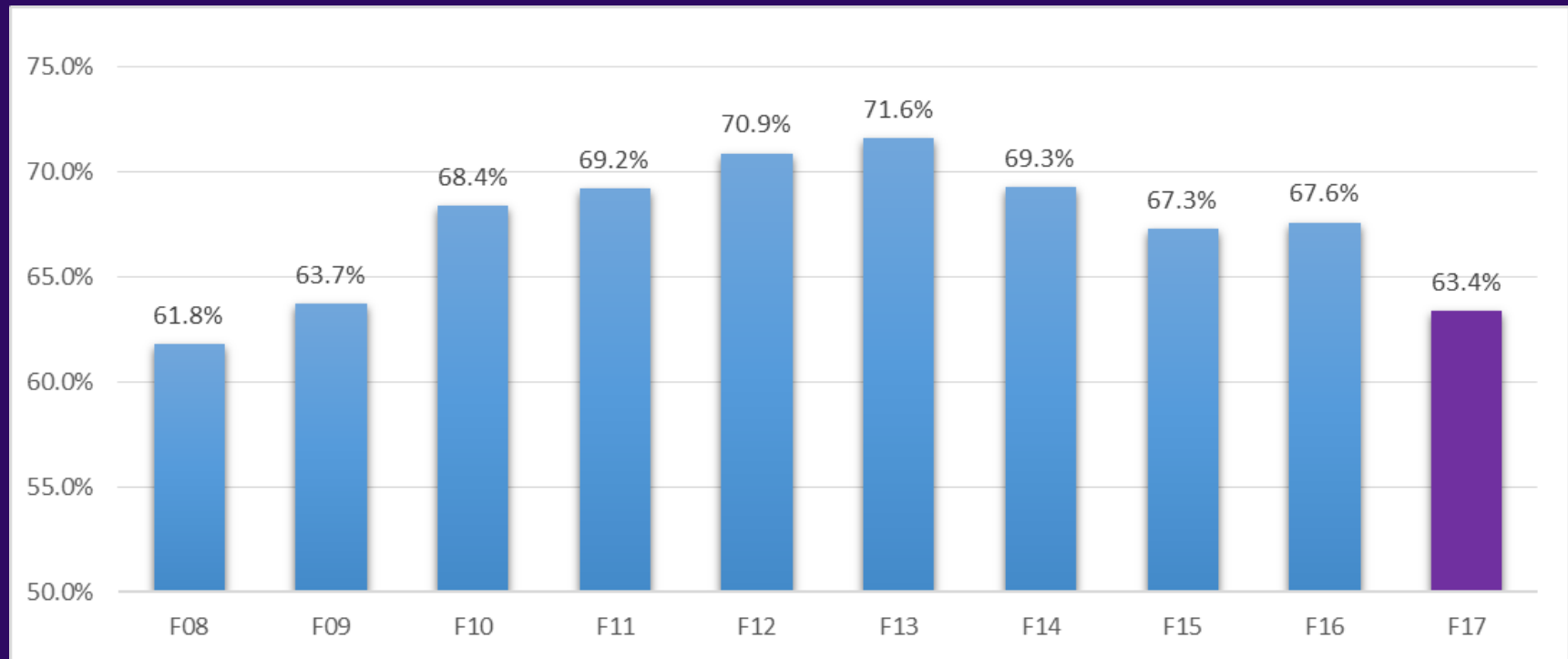


First-year retention for first-time freshmen had declined for 5 consecutive years (total of 4.402 students dropped out).

- For the most recent fall 2018 cohort alone, we lost 990 students (or 23% attrition) at the end of their first year.

Second Year Retention Rates

First-time Full-time Freshmen

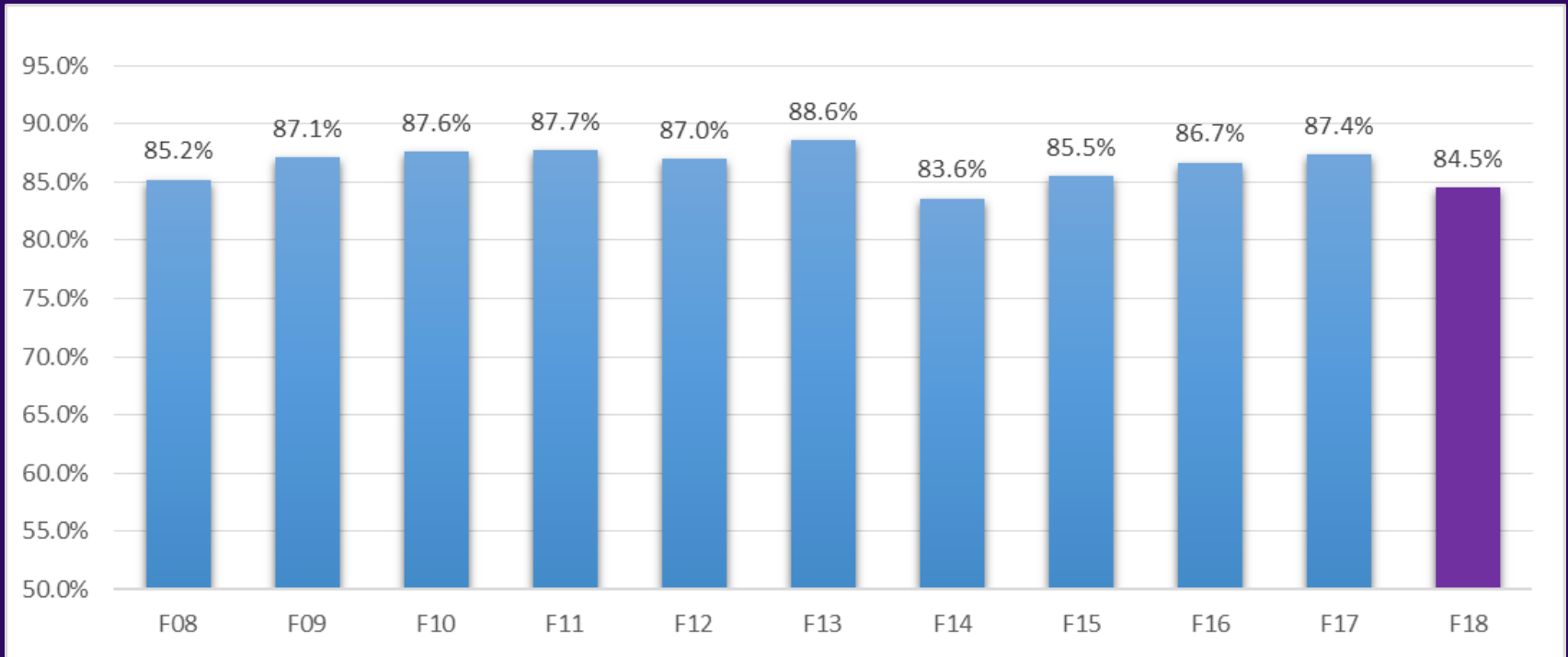


Second-year retention for first-time freshmen had declined for 5 consecutive years (total of 6,337 students).

- For the most recent fall 2017 cohort alone, we lost 1,583 students (or 37% attrition) at the end of their second year.

First Year Retention Rates

New Undergraduate Transfers

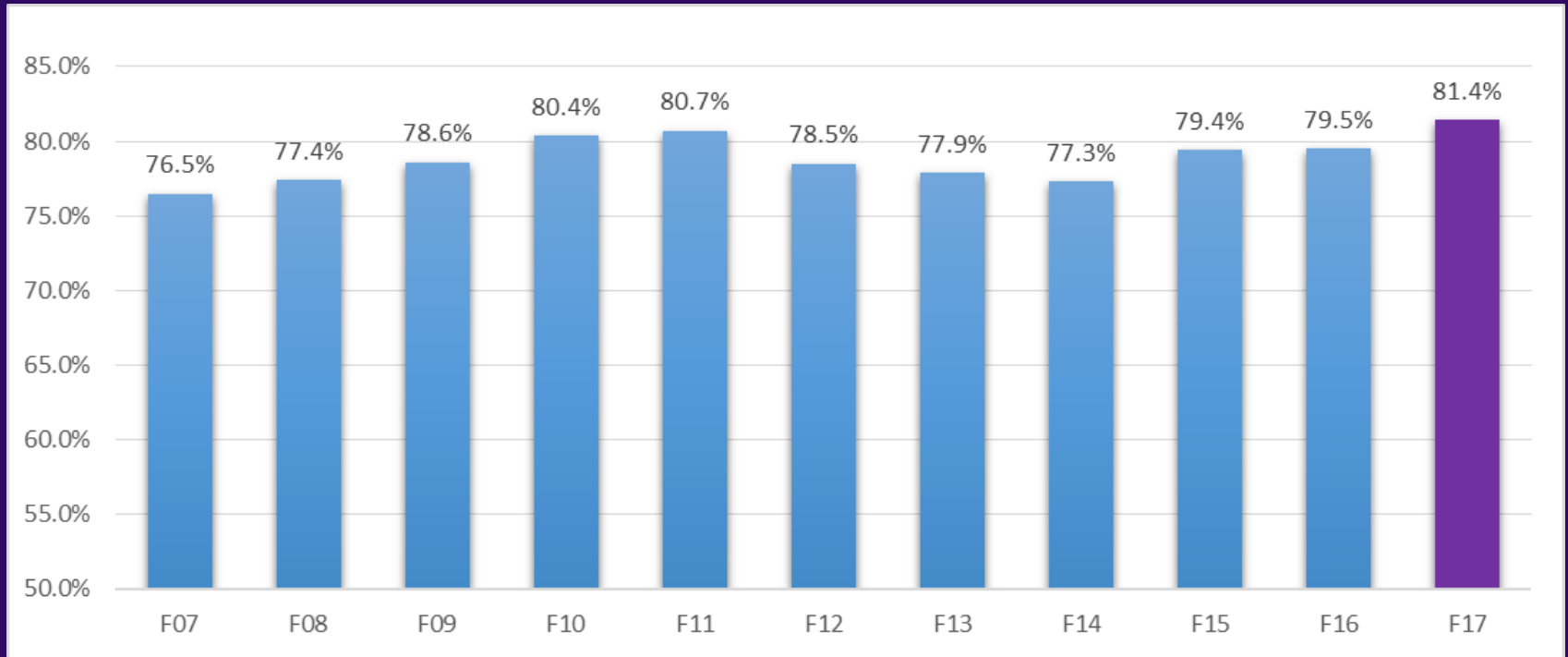


First-year retention for new undergraduate transfers dropped for the first time in the last 5 years.

- For the most recent fall 2018 cohort, we lost 452 students (or 16% attrition) at the end of their first year.

Second Year Retention Rates

New Undergraduate Transfers



Second-year retention for first-time freshmen had improved for last 4 years.

- For the most recent fall 2017 cohort, the second-year retention at 81.4% was the highest in SFSU's history.

Take-aways:

1. We have improved graduation rates at every level
2. But lower division retention is a persistent challenge
3. First-year and second-year retention of first-time freshmen has dropped despite FYE and SSGI
4. Retention of new undergraduate transfers has improved, especially the second-year retention
5. The challenge of lower-division retention demands further attention, analysis, and action

UBC Initiatives Update

Jeff Wilson

Interim Vice President & CFO
Administration & Finance

Questions?

Thank you.

OPEN FORUM

(Three Minutes Per Speaker)

Next Meeting:

February 3, 2020
10:00am - 12:00pm

Thank you for your service to this committee.

