

University Budget Committee

May 13, 2019



Agenda

1. Welcome and Announcements (President Les Wong & Interim VP & CFO Jeff Wilson)
2. Approval of Meeting Minutes from Feb. 4, 2019 (VP Wilson)
3. Enrollment Update:
 - The 2018-19 Official and 2019-20 Projection (Sutee Sujitparapitaya)
 - Fall 2019 Accepted Admission Offers ('AAO') (Maria Martinez)
4. Graduation Initiative 2025 Update (Provost Summit)
5. Budget Update (VP Wilson & Elena Stoian)
6. Preparing for the Next Downturn (VP Wilson)
7. Open Forum; Ten minutes, 3-minute limit per speaker
8. Adjournment (next meeting late Summer 2019)

Welcome and Announcements

Les Wong
President

Jeff Wilson
Interim Vice President & CFO
Administration & Finance

Approval of February 4th Minutes

Jeff Wilson

Interim Vice President & CFO
Administration & Finance

Enrollment Update: The 2018-19 Official and 2019-20 Projection

Sutee Sujitparapitaya
Associate Provost
Institutional Analytics, Academic Resources
Academic Affairs



San Francisco State University

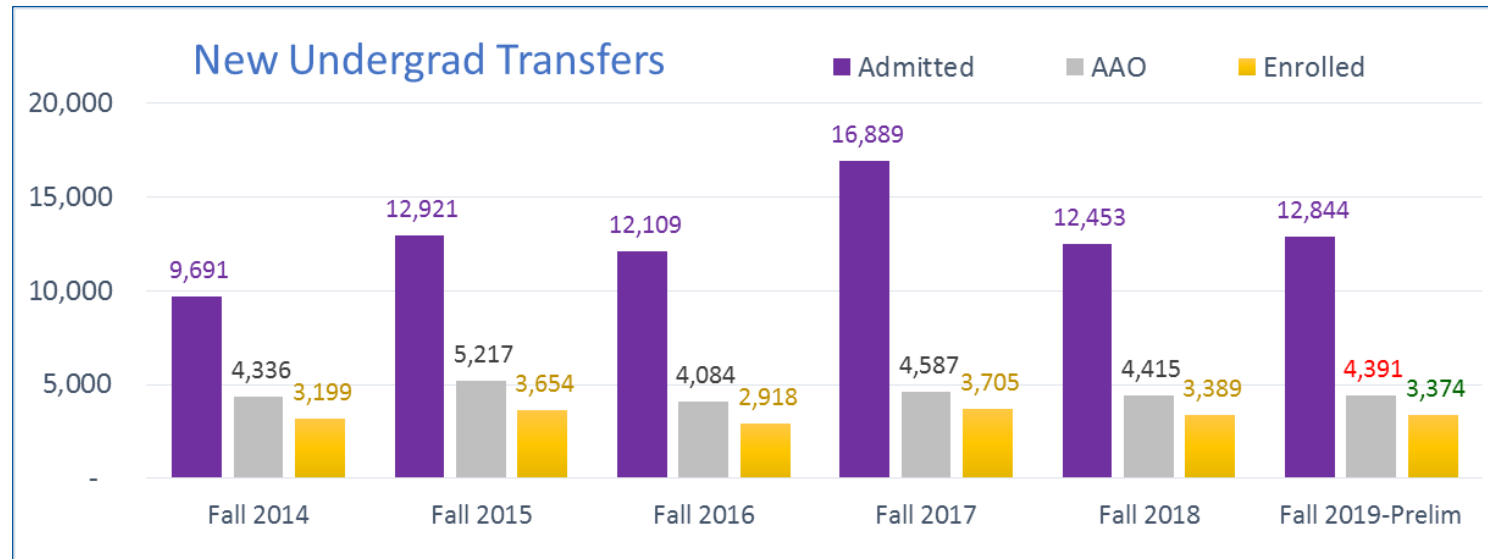
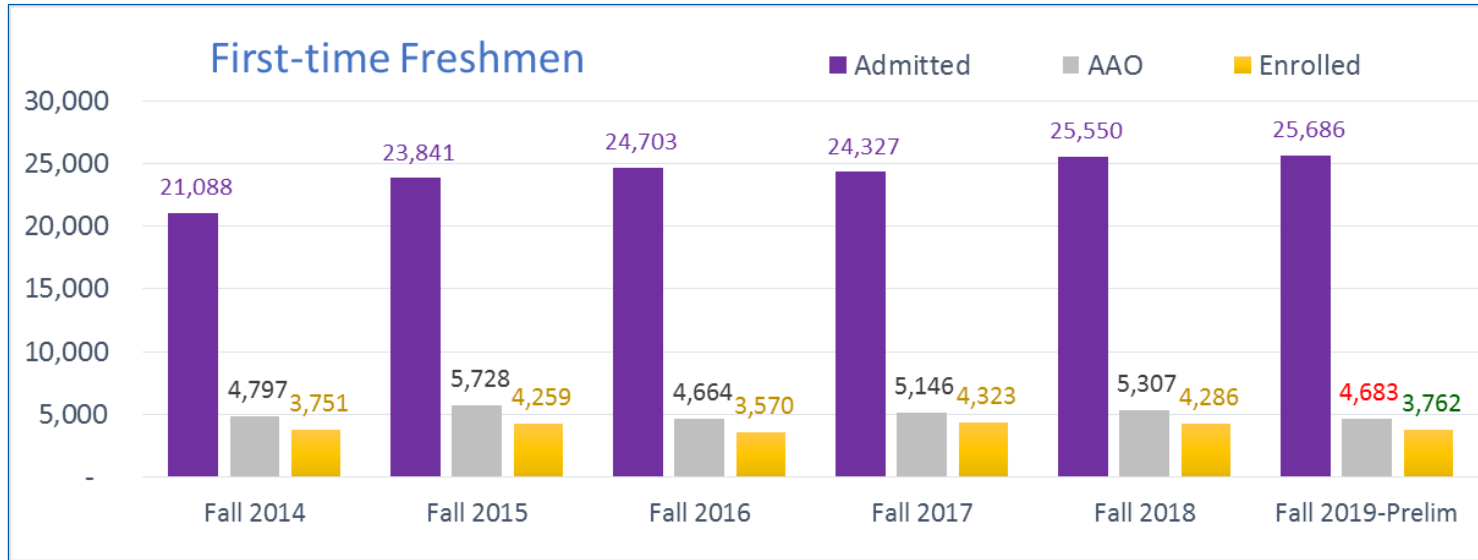
Institutional Analytics

Enrollment Update

2018-19 Official Enrollment & 2019-20 Projection

By Sutee Sujitparapitaya
May 13, 2019

New Undergraduate Students – *Fall Trends*



Fall 2019 AAOs (as of April 2, 2019)

College Year 2019-20 Projection - *CA Residents Only* (as of 5/2/2019)

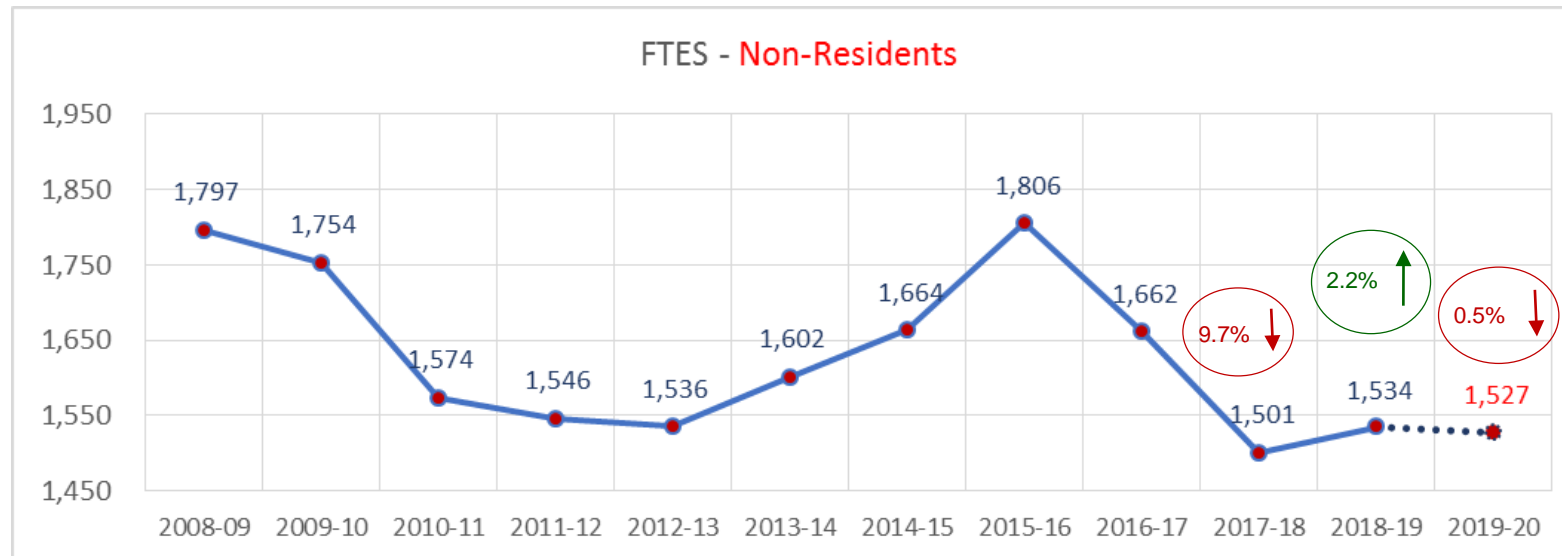
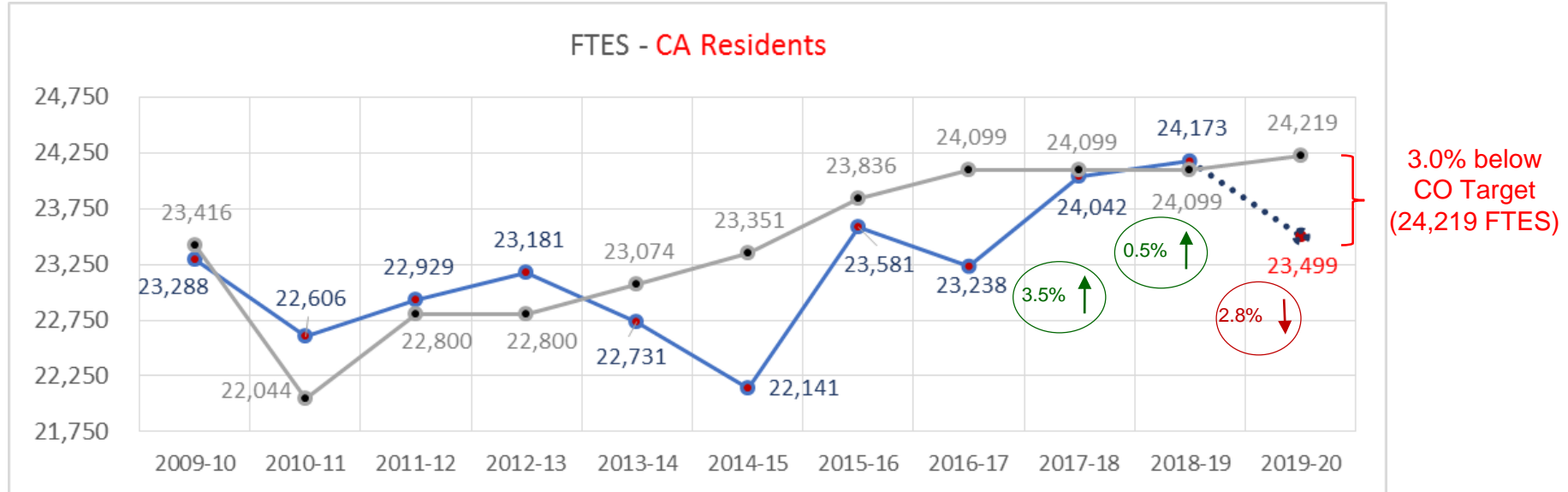
			Projection						
			Summer 2019		Fall 2019		Spring 2020		CY 2019-20
			HC	FTES	HC	FTES	HC	FTES	FTES
CA Residents	New	1st Time Freshmen	-	-	3,549	3,142	43	36	1,589
		New UG Transfers	-	-	3,116	2,632	932	764	1,698
		New Pbac	-	-	167	155	87	73	114
		1st Time Graduates	48	8	798	694	187	117	410
		Total	48	8	7,630	6,623	1,249	991	3,811
	Continuing	Undergraduates	5,486	2,313	17,771	14,941	21,866	18,852	18,053
		2BA/Pbac	39	12	167	97	247	198	154
		Graduates	450	211	1,588	1,127	2,120	1,624	1,481
		Total	5,975	2,537	19,526	16,165	24,234	20,673	19,688
	Total	Undergraduates	5,486	2,313	24,436	20,715	22,841	19,653	21,341
		2BA/PBac	39	12	334	252	334	271	268
Graduates		498	219	2,386	1,821	2,307	1,741	1,891	
Total		6,023	2,544	27,156	22,789	25,483	21,665	23,499	
							CO Target	24,219	-3.0%

Assumptions:

- Fall 2019 New Undergraduates = (#AAO * Fall 2018 AAO to Enrollment Ratios)
- Fall 2019 New Credentials and New Graduates = Fall 2018 Census
- Spring 2020 New Undergraduates, New Credentials, and New Graduates = Spring 2019 Census
- Summer 2019 Enrollment = Summer 2018 Census
- Continuing Students = Previous Semester Enrollment * Continuation Rates

CY 2019-20 Projection – *FTES* (as of 5/2/2019)

CY 2019-20 = College Year 2019-2020 (Summer 2019 + Fall 2019 + Spring 2020)





Institutional Analytics
San Francisco State University
Administration Building, Room 450A
1600 Holloway Avenue, San Francisco, CA 94132



Phone: (415) 338-3501

Email: sutee@sfsu.edu

Enrollment Update: Fall 2019 Accepted Admission Offers ('AAO')

Maria Martinez

Associate Vice President, Enrollment Management
Student Affairs & Enrollment Management

FALL 2019

ACCEPT ADMISSION OFFER UPDATE



Maria L. Martinez
AVP for Enrollment Management
University Budget Committee
May 13, 2019

California Residents - Accepted Admission Offers

		Admit Type	CA Resident
First-Time Freshman		AAOs	4331
		<i>Fall 2018 Enrollment</i>	4118
		Fall 2018 Yield - 82%	3547
		Scenario 1: 85% Yield	3681
		Scenario 2: 87% Yield	3768
Transfer / Returning		AAOs	3974
		<i>Fall 2018 Enrollment</i>	3119
		Fall 2018 Yield - 78%	3116
		Scenario 1: 82% Yield	3259
		Scenario 2: 85% Yield	3378
Total Residents		AAOs	8305
		<i>Fall 2018 Enrollment</i>	7237
		Fall 2018 Yield Rates	6663
		Scenario 1	6940
		Scenario 2	7146

Non-CA Residents - Accepted Admission Offers

		Admit Type	Non-Resident
First-Time Freshman			
		AAOs	352
		Fall 2018 Enrollment	168
		Yield Based on F18 Yield (59.7%)	210
		2% Better Yield	217
Transfer / Returning			
		AAOs	417
		Fall 2018 Enrollment	270
		Yield Based on F18 Yield (61.7%)	257
		2% Better Yield = 44%	278
Total Non- Residents		Total Non-Resident AAOs	769
		Fall 2018 Enrollment	438
		Yield Based on F18 Yield Rates	467
		2% Better Yield	495

Redirection - Definition

Applicants to the CSU are *redirected* to any CSU campus if they

- are CSU-eligible
- have not been admitted to any CSU campus
- are California resident for tuition purposes
- first-time freshman
- upper-division transfer student
- Associate Degree for Transfer (ADT) student
- Select Non-Impacted campuses only
 - Bakersfield
 - East Bay
 - Maritime Academy*
 - Sonoma
 - Channel Islands
 - Humboldt
 - San Francisco
 - Stanislaus

* Business Administration and Global Studies & Maritime Affairs only

Redirection of CSU Applicants

858 Redirected Applications - 194 Accepted Admission Offers

Top 6 Counties of Origin

Total	Applications	Total AAOed	Freshman	Transfer
Alameda County	25	11	5	6
Los Angeles County	223	46	18	28
Orange County	105	19	3	16
San Diego County	164	40	8	32
Santa Clara County	51	11	2	9
Riverside County	62	14	8	6

as of 5/6/2019

Questions?

Thank you



Maria L. Martinez
AVP for Enrollment Management
University Budget Committee
May 13, 2019

Graduation Initiative 2025 Update

Jennifer Summit
Provost and Vice President
Academic Affairs



2025 Student Success Plan update

May 2019

Jennifer Summit

Provost and Vice President for Academic Affairs

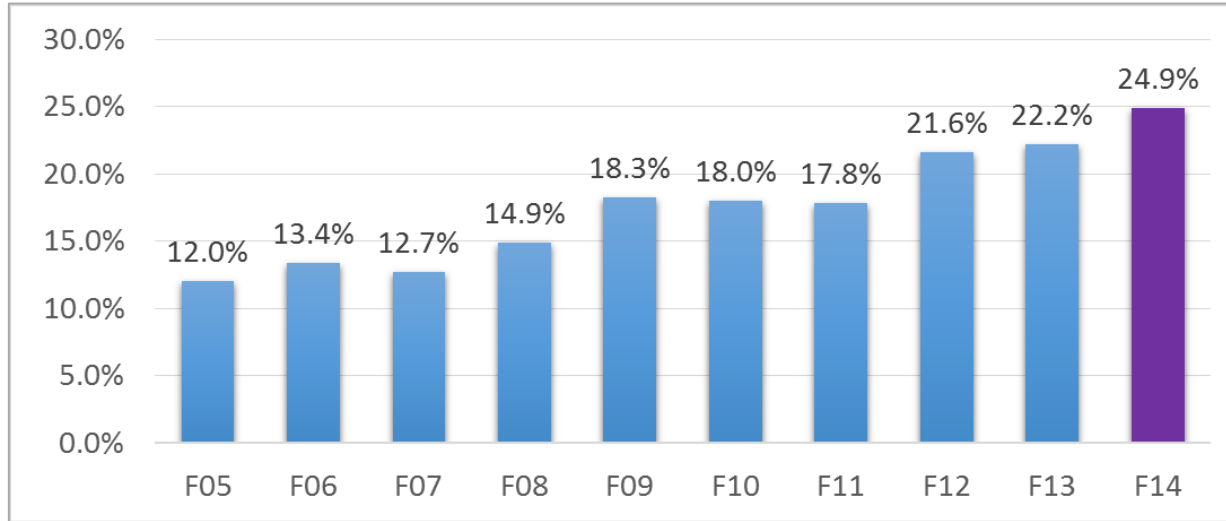
With thanks to SSGI co-chairs:

Maria Martinez
AVP, Enrollment Management

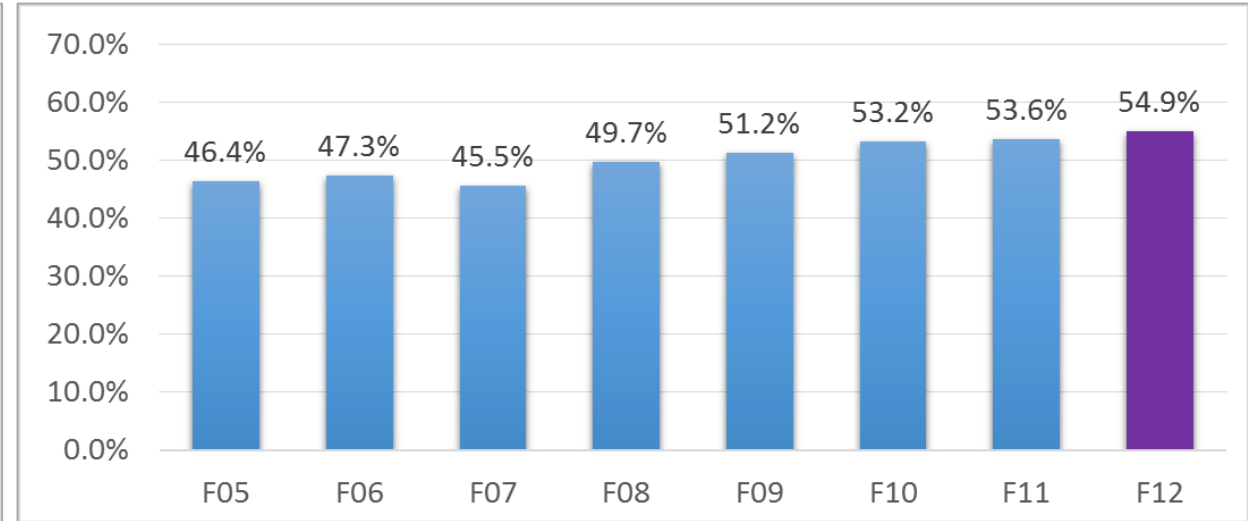
Lori Beth Way
Dean, DUEAP

SF State GI 2025 Student Success Progress

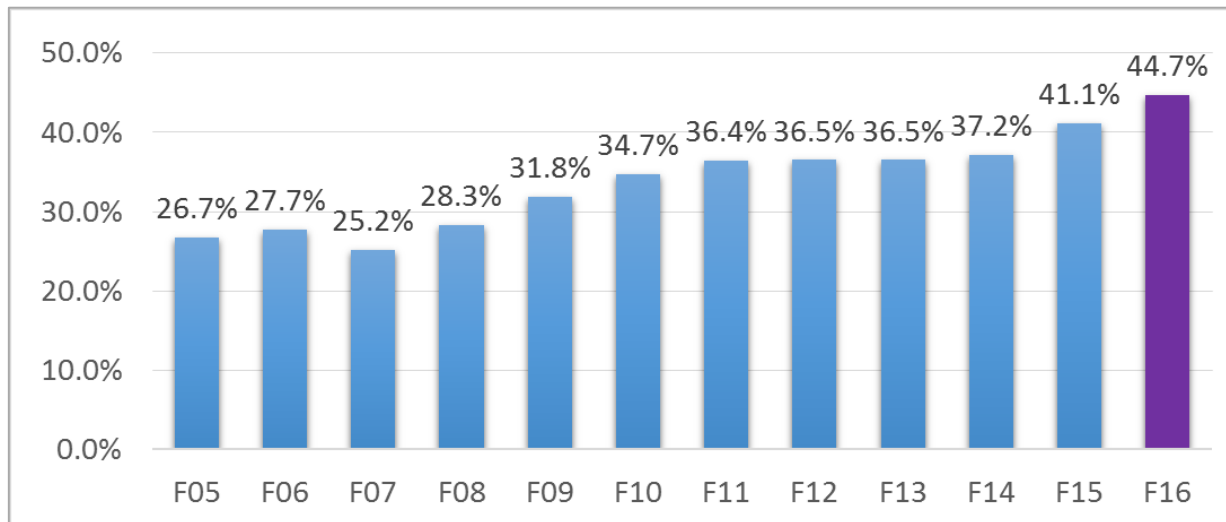
4-Year Graduation Rates - First-time Full-time Freshmen



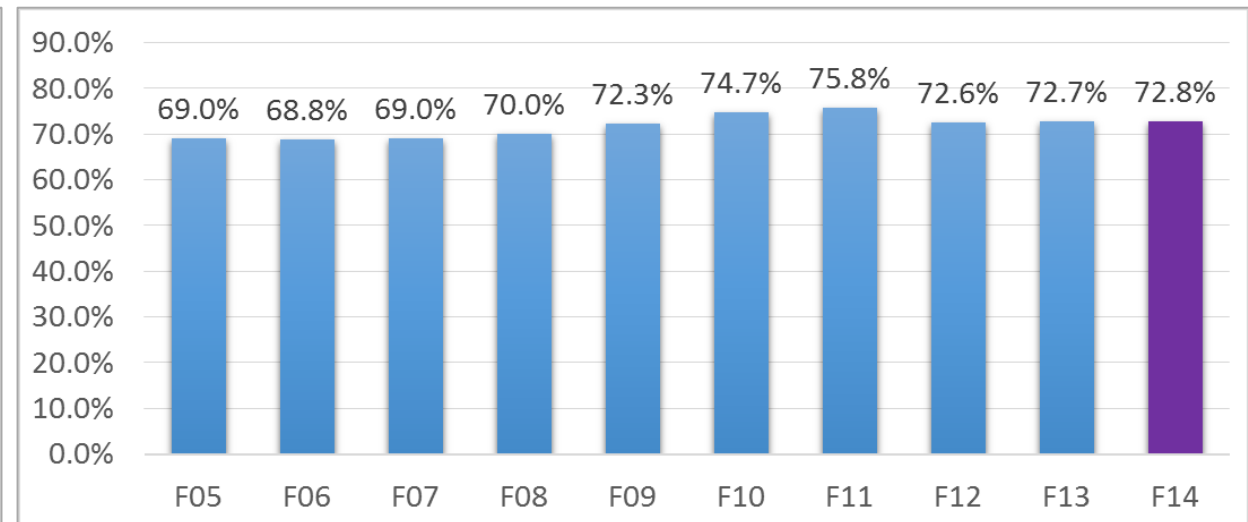
6-Year Graduation Rates - First-time Full-time Freshmen



2-Year Graduation Rates - New Undergraduate Transfers

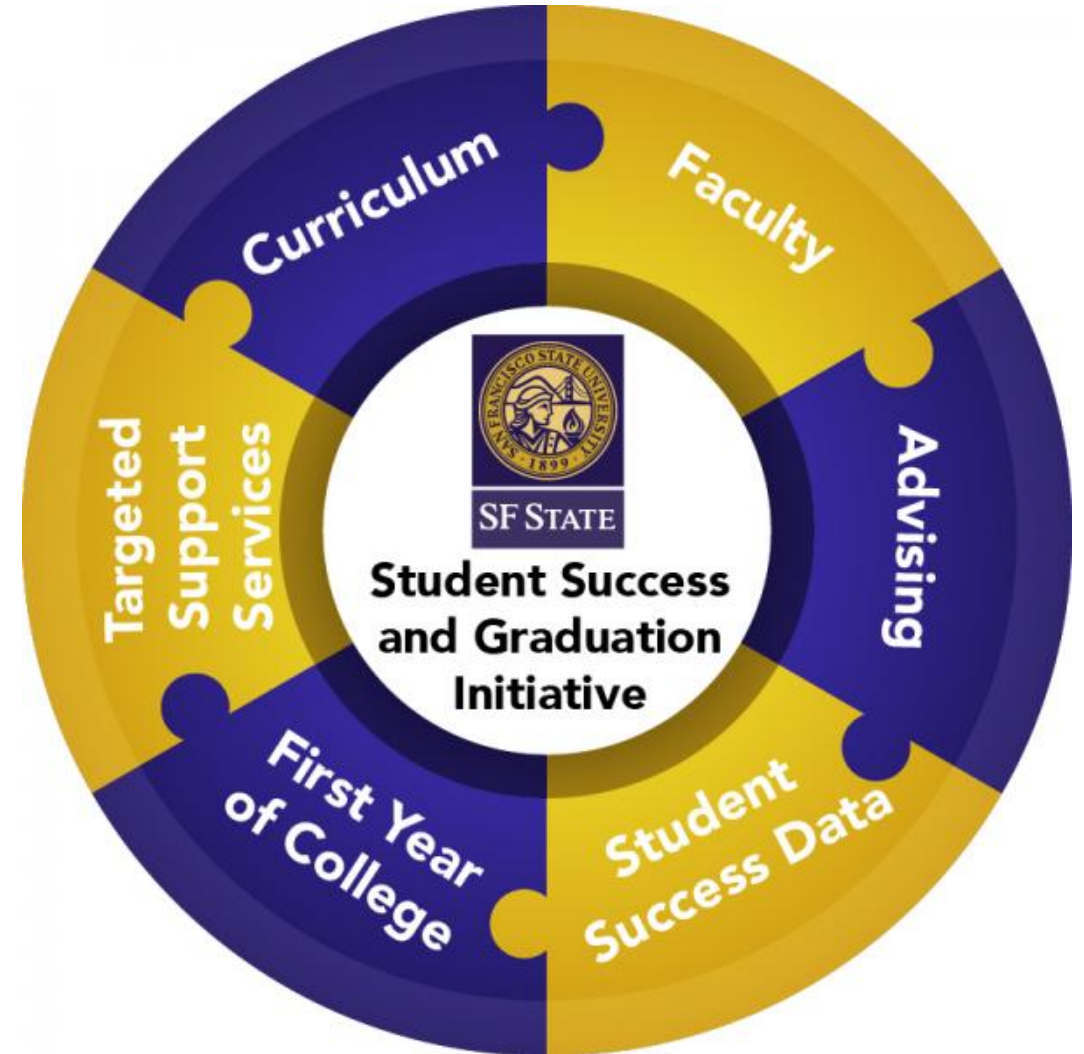


4-Year Graduation Rates - New Undergraduate Transfers



SF State GI 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



Curriculum and Course Availability

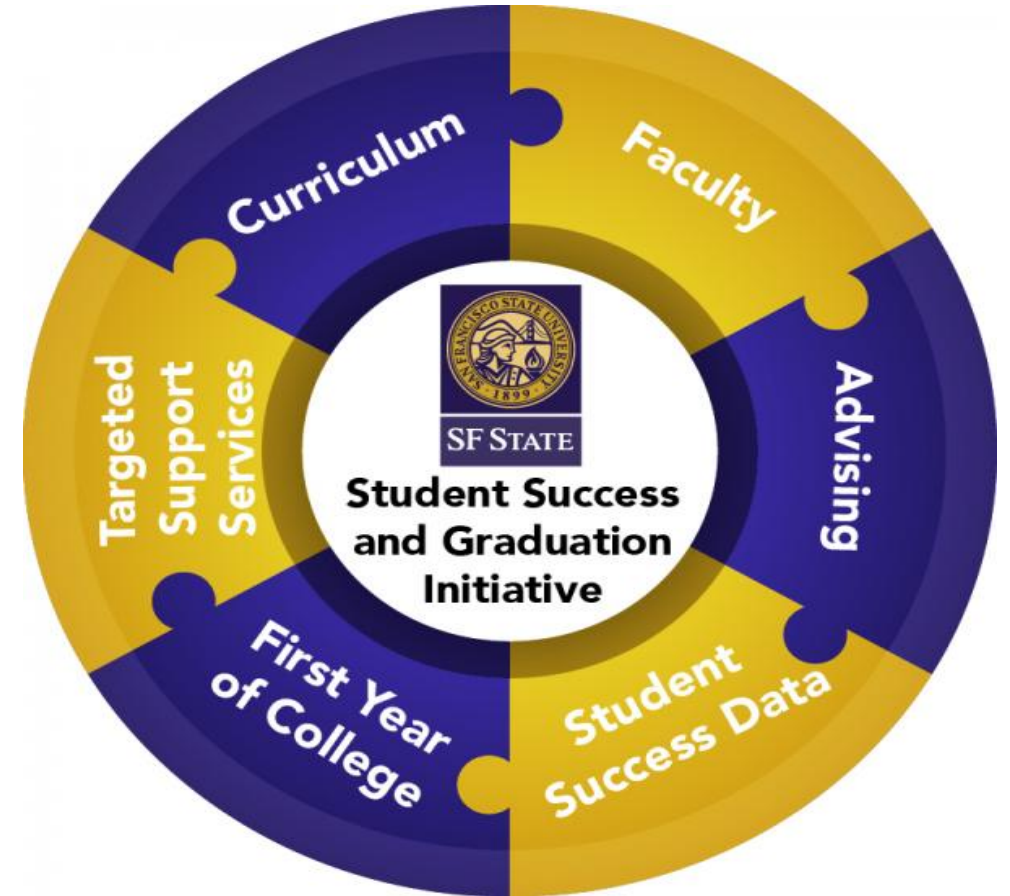
- New Budget Model
- Student Success in the Major grants
 - Redesign of majors to reduce barriers
- 5 programs coming off impaction 2020-2021
- Use of Ad Astra to predict need



Curriculum and Course Availability

Key Take-Aways

- Exit Survey results improvement
 - 29% report delay due to lack of classes
 - Down 11% from two years ago
- Still not meeting student demand for courses; need to continue to improve in this area



Coordinated and Strategic Advising

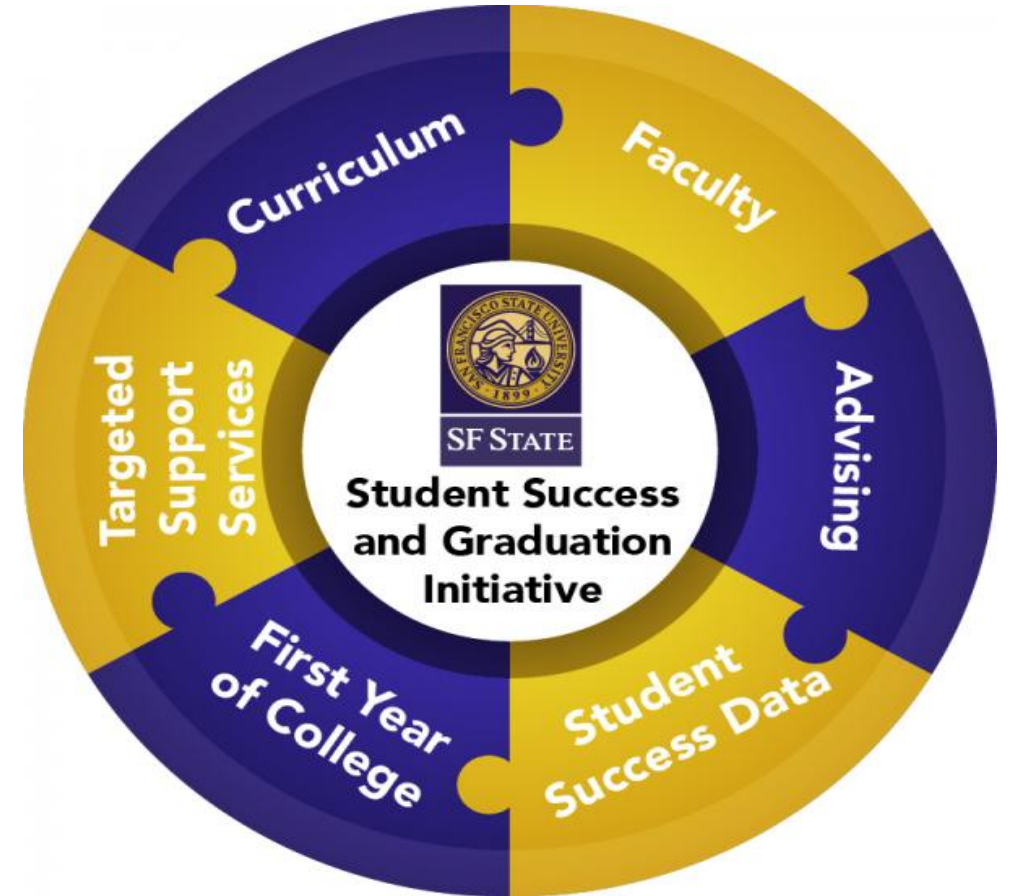
- Funded to hire 20 new advisors (through SSCI & GI 2025)
 - 5 College Specialists (4 hired; search in progress for 1)
 - 5 Retention Specialists (2 hired; search in progress for 3)
 - 9 Graduation Specialists (6 hired; search in progress for 3)
 - 1 Advisor in the Undergraduate Advising Center focused on transfer students
- Increased training and coordination for advising across campus
- Greater coordination with identity-based SAEM centers
- Launched new CoSE Resource Center and renovated centers in CoB and CoES
- Deploying Navigate (EAB)



Coordinated and Strategic Advising

Key Take-Aways

- Ongoing communication and collaboration are key to success
- We need to maximize the use of Navigate (EAB) to assist in coordination and collaboration
- Hiring and onboarding new staff is an area of challenge



Student Success Data

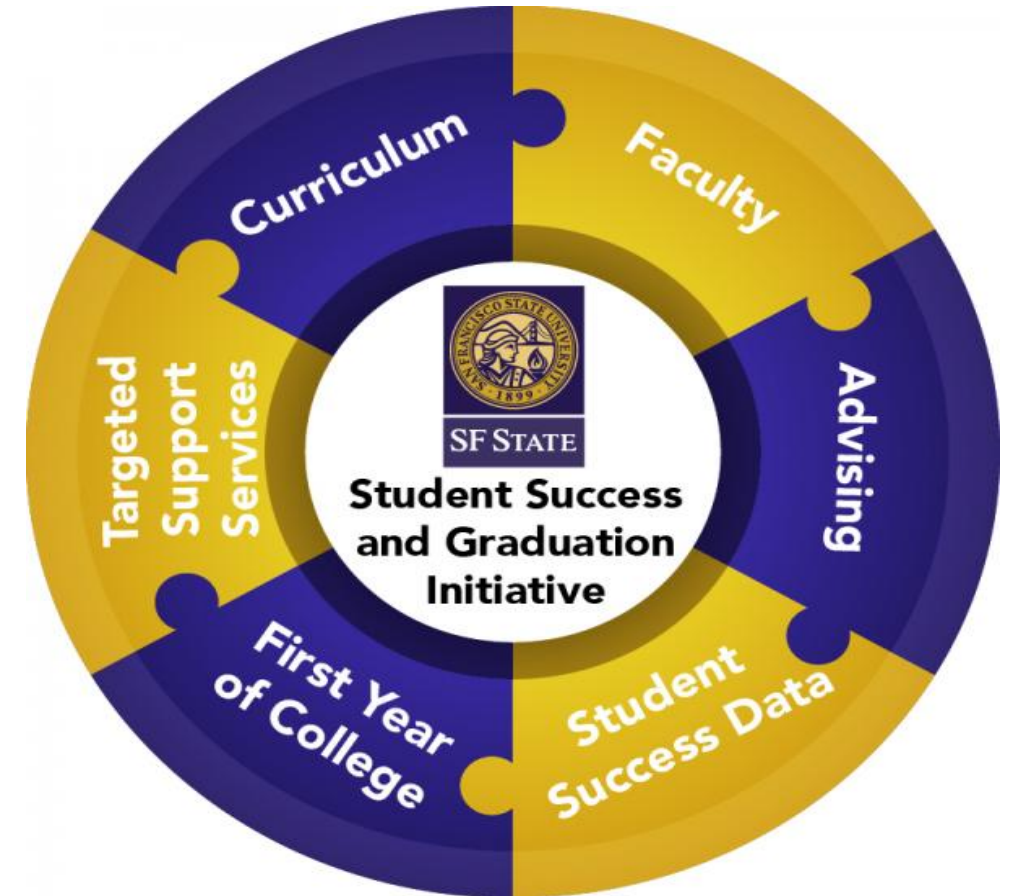
- New program level dashboards for each degree
- CSU faculty dashboards
 - Target high failure rate classes
- CSU Data Analytics program
- IR data on graduation and retention



Student Success Data

Key Take-Aways

- Data needs to be accessible, translatable, and actionable
- We need to look closely at the data in order to implement meaningful strategies



First Year Experience



- Foundations of Excellence project
- New required first year seminars (Area E)
- Faculty development support for creation of new FYE seminars (GI 2025 funded)
- Creation and launch of new QR support courses per EO 1110

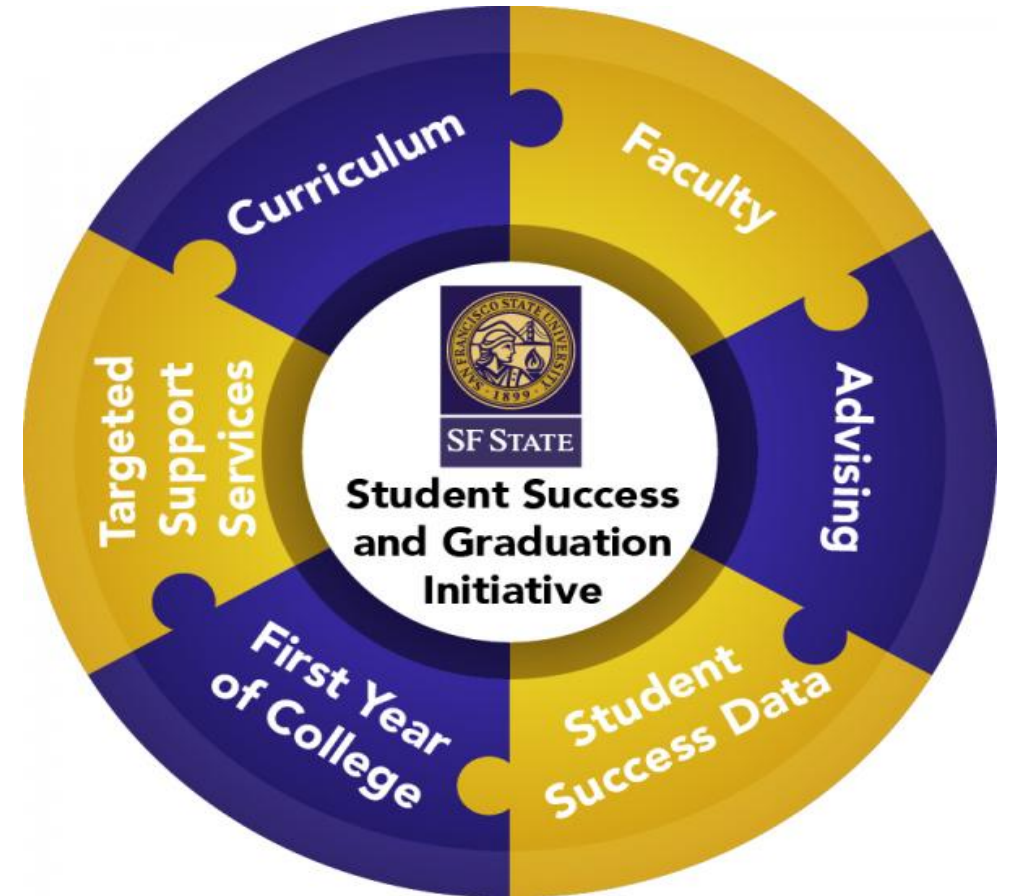
First Year Experience Continued

- Revised Sneak Preview, Orientation and Welcome week/month programming
- First-year student programming developed and launched
- FYE collaboration with advisors to assist students in identifying appropriate majors earlier
- Collaboration with housing to encourage summer enrollment

First Year Experience

Key Take-Aways

- With 21.7% of FTF stopping out from Fall 17 to Fall 18, we need to continue to focus on first-year student needs
- Even greater collaboration and communication needed, especially given new initiatives in this area
- Assessment of curricular changes needed (QR support courses and new FYE courses)



Targeted Support Services

- Expansion of Metro College Success program (GI 2025 funded)
- Operational review of all tutoring services
- Expanding academic support
- Developing peer mentor programs (GI 2025 funded)



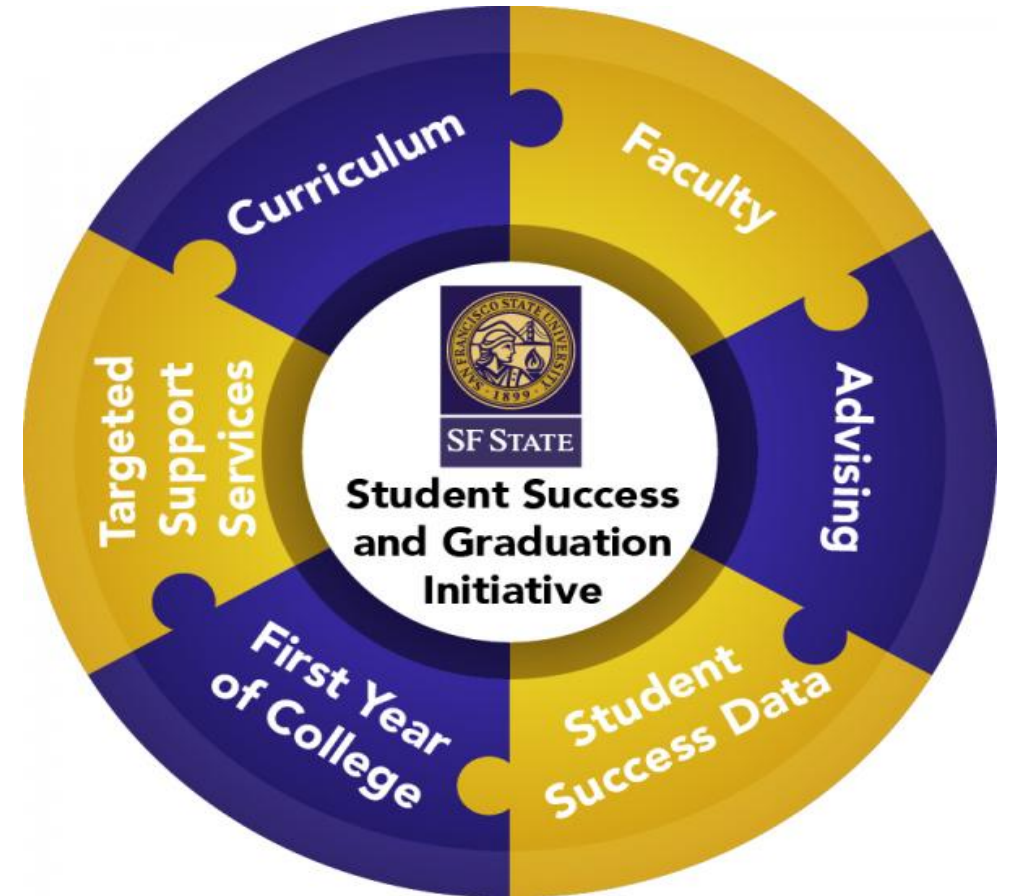
Targeted Support Services Continued

- Retention programs and support services offered by the Division of Equity & Community Inclusion
- Basic Needs Initiative
- Additional staff in various SAEM units that provide student support
- Transfer Advisory Board

Targeted Support Services

Key Take-Aways

- Many of these efforts are just being launched; there are challenges in getting fully staffed
- These efforts are key to eliminating the opportunity gap
- Tutoring will be undergoing significant changes which require campus engagement and collaboration



Faculty Hiring and Development



- Revised new faculty orientation and training
- Equity/inclusive excellence pedagogy training for all faculty teaching the first year required courses (GI 2025 funded)
- Creation of Center for Excellence and Equity in Teaching and Learning (CEETL)

Tenure Track Faculty for Student Success (T2S2)

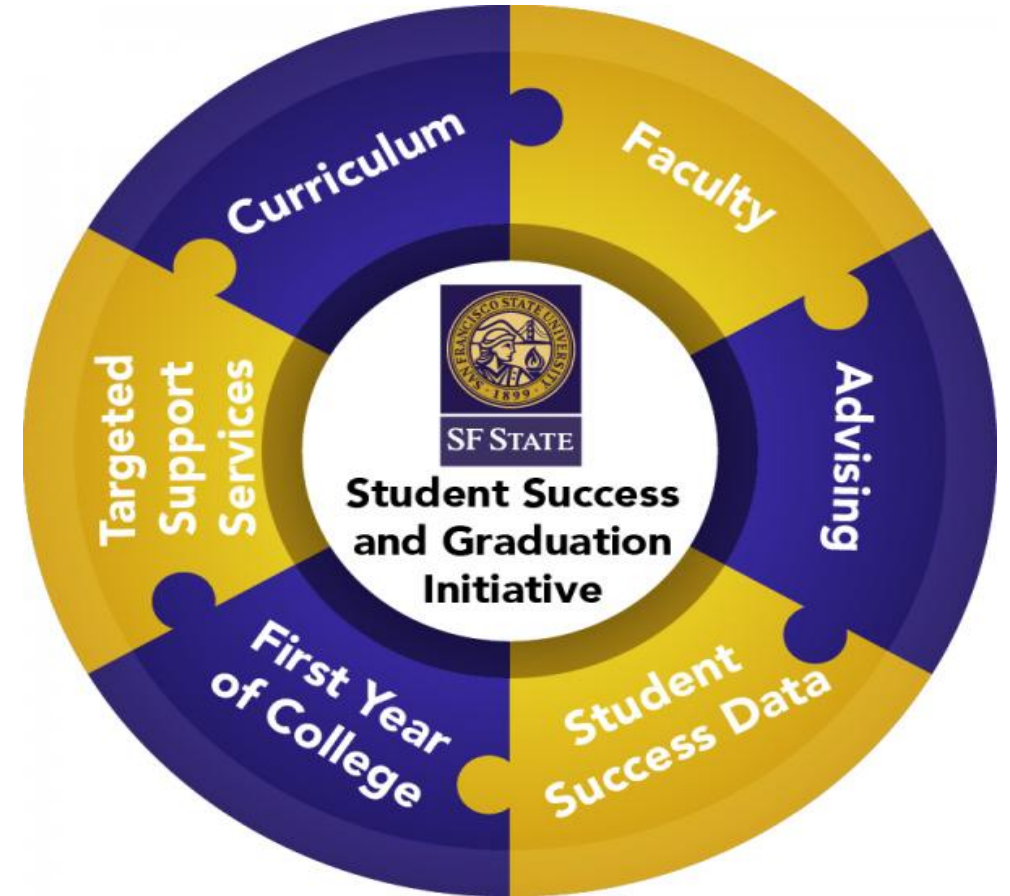
Six new teacher-scholars who will have significant and measurable impact on undergraduate student success by promoting retention and graduation, educational equity, and high-quality student learning



Faculty Hiring and Development

Key Take-Aways

- Faculty are critical to student success
- SSGI will continue to support faculty development in pedagogy, mentoring, and effective curriculum design



Questions??



Budget Update

Jeff Wilson

Interim Vice President & CFO
Administration & Finance

Elena Stoian

Executive Director
Budget Operations & Administration
Administration & Finance

AGENDA

- 2019-20- SFSU March B-Memo & Governor's May Revised
- 2019-20- Budget Timeline & What's Next In The Budget Process

San Francisco State University
2019-20 March B-Memo
Governor's May Revised

2019-20 SF STATE UNIVERSITY BUDGET ALLOCATION

(In millions)

	FY2019-20 CSU BUDGET PLAN		FY2019-20 MAY REV. GOV. BUDGET		FY2019-20 MARCH B-MEMO PRE-ALLOCATION	
	One-Time	Base	One-Time	Base	One-Time	Base
Graduation Initiative (GI) 2025	-	75	0	45	-	2
Compensation	-	148	0	148	-	9
Enrollment Growth .5% ⁽¹⁾	-	108	0	62	-	1
Infrastructure	250	80	247	0	-	0
Mandatory Cost Increase	-	45	0	45	-	1
Basic Needs Initiatives ⁽²⁾	15	0	17	0	-	0
Total	\$265	\$456	\$264	\$300	\$-	\$13.5

¹ Includes only the state allocation for enrollment growth (tuition revenue estimated at \$505K AUL)

²New campuses-2 mil; student hunger and housing initiatives- \$15mil

2019-20 GOVERNOR'S MAY REVISED

GOVERNOR'S MAY REVISED SIGNIFICANT ADJUSTMENTS:

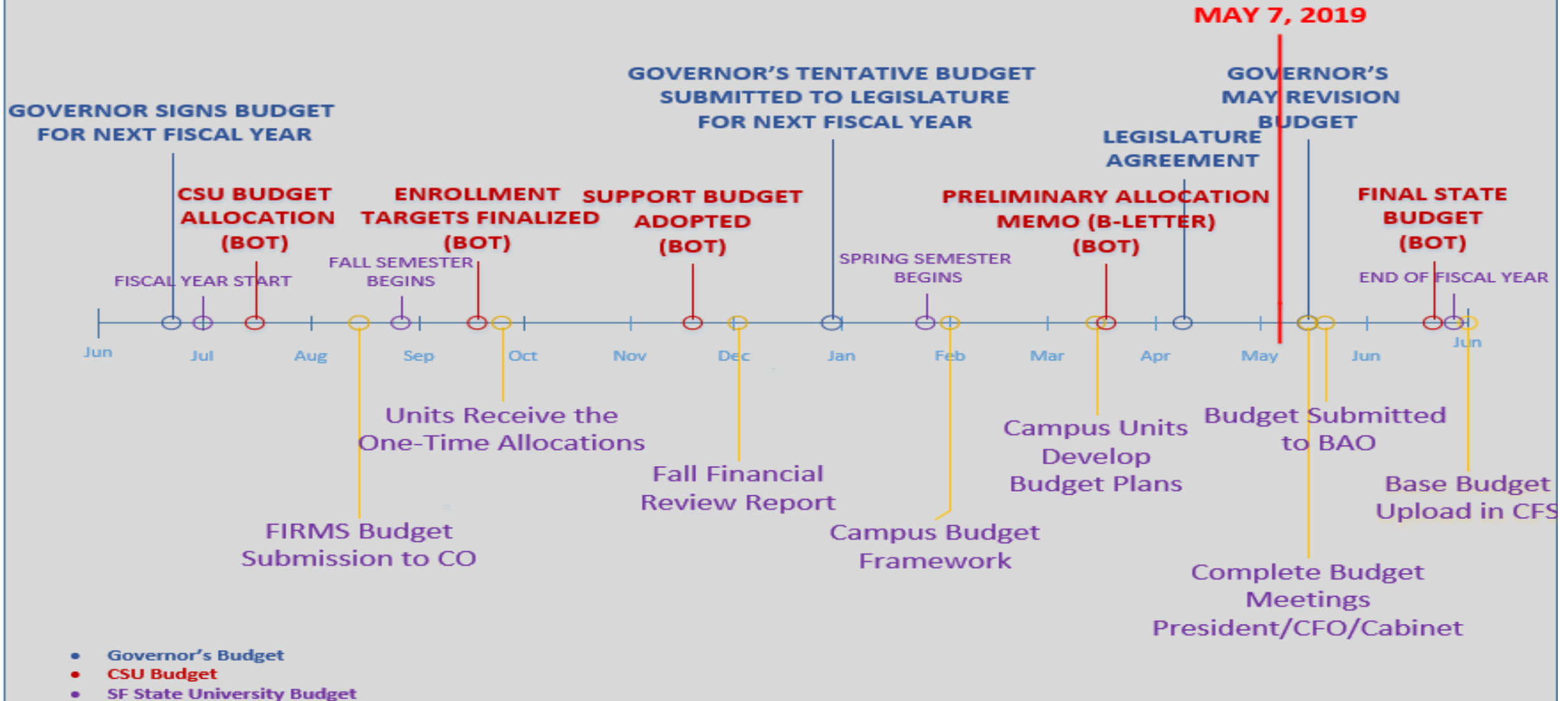
- SUPPORT FOR STUDENTS EXPERIENCING HOMELESSNESS—Building upon the Governor's Budget investment of \$15 million one-time General Fund to address student food and housing insecurity, the May Revision proposes **\$6.5 million ongoing General Fund to support rapid rehousing of homeless and housing insecure students.**
- PROJECT REBOUND—\$750,000 ongoing General Fund to increase support for Project Rebound from \$250,000 per year to **\$1,000,000 per year**. Project Rebound is a CSU program that provides assistance to formerly incarcerated individuals seeking to enroll in participating CSU campuses.
- FIRST STAR FOSTER YOUTH COHORT AT CSU SACRAMENTO—\$740,000 one-time General Fund to support a First Star Foster Youth Program at CSU Sacramento. This program will enable a cohort of foster youth to engage in a variety of activities that support learning opportunities, such as academic courses for college credit, social and cultural activities, service learning and other recreational activities

San Francisco State University

2019-20 Budget Timeline & What's Next

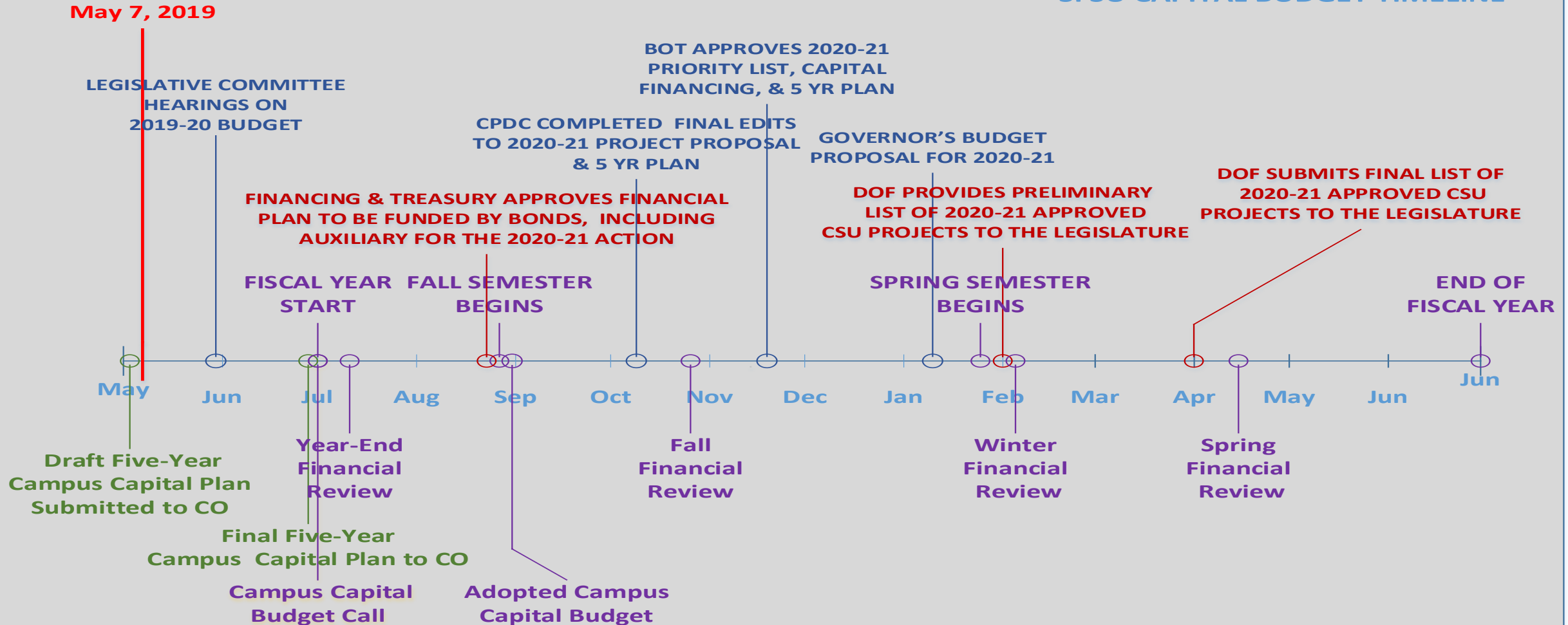
FY2019-20 SFSU BUDGET TIMELINE

SFSU CAMPUS OPERATING FUND TIMELINE



FY2019-20 SFSU CAPITAL BUDGET TIMELINE

SFSU CAPITAL BUDGET TIMELINE



- Governor / Board of Trustees (BOT) / Chancellor's Office (CO) Capital Planning, Design and Construction (CPDC)
- Department of Finance (DOF) / Treasury
- SFSU Capital Planning
- Budget Administration & Operation (BAO)

Last Update: May 7, 2019

WHAT'S NEXT.....

May 13-16, 2019	Planning Units Business Manager and VPs meet with CFO and President on the budget plan including any new initiative requests for President's review and approval.
May 20, 2019	Planning Units Business Managers and VPs submit the files to BAO Review of the cabinet files and roll-up for the CFO and President's approval.
May 31	BAO will finalize the campus cabinets consolidation
June 3-7	CFO and President approve the cabinets budget request
June 10-14	Planning Units Business Manager and VPs will review their budget request and submitted back to BAO
June 17-28	BAO will prepare the base budget for upload and issue the campus allocation letters
July 1, 2019	Original budget loaded in CFS Campus capital budget call
August 15, 2019	Final submission of operating budget to CO
August 31 ,2019	Revised budget upload in CFS Adopted campus capital budget & Campus wide budget presentations and forums on budget

Questions?

Thank you.



Budget Administration and Operations

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



Phone

(415) 338-1463



Email / Website

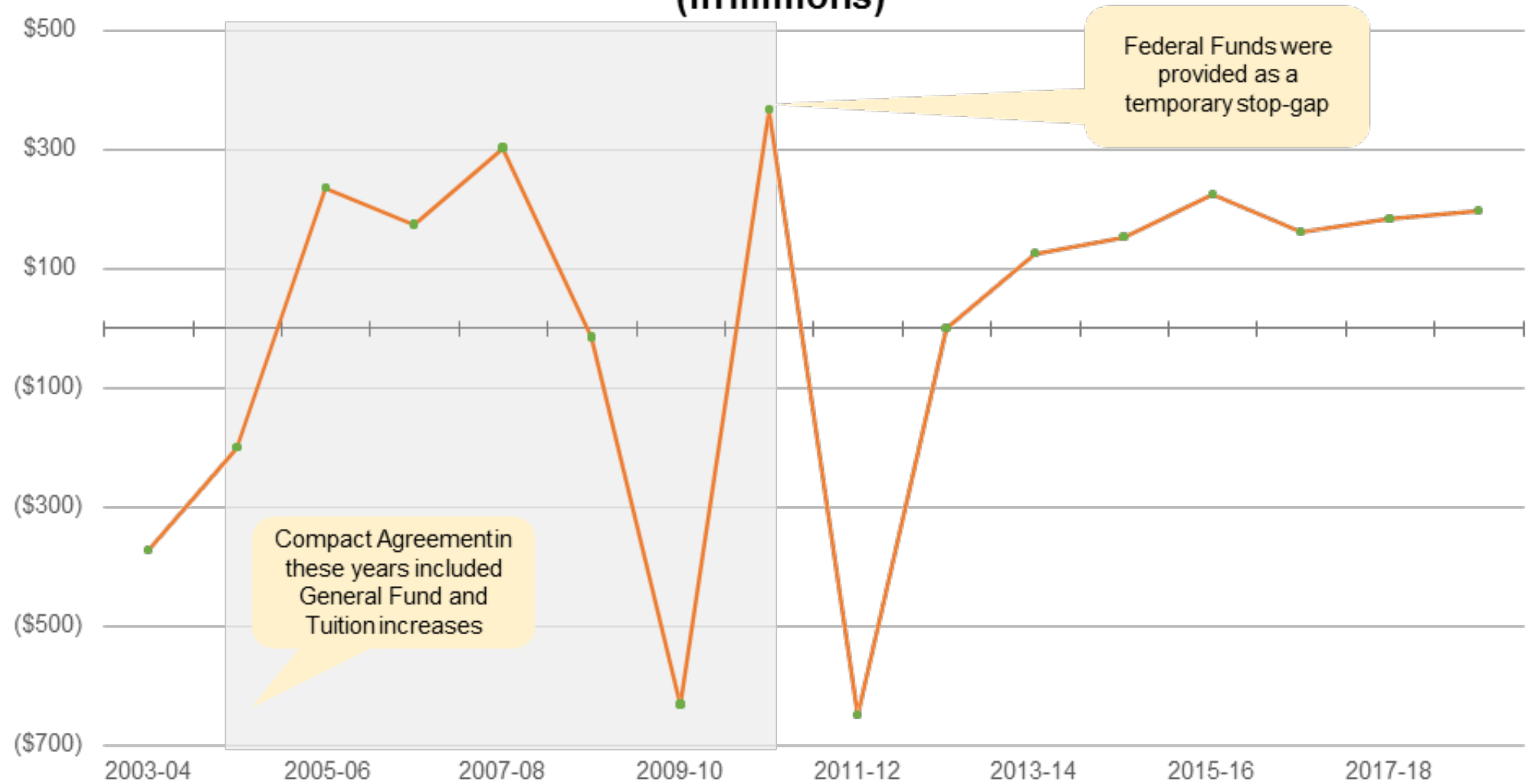
budget@sfsu.edu
budget.sfsu.edu

Preparing for the Next Downturn

Jeff Wilson

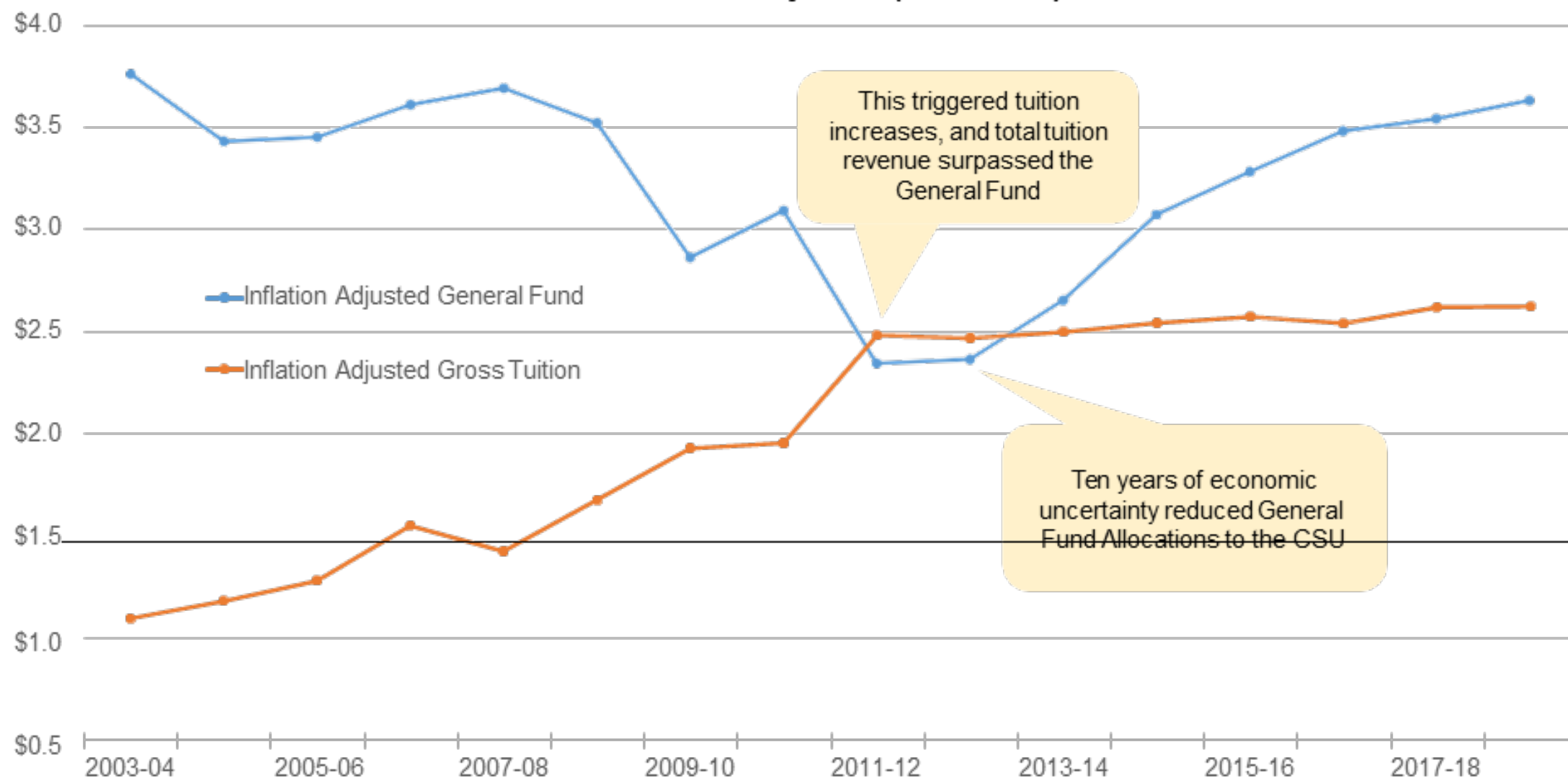
Interim Vice President & CFO
Administration & Finance

Incremental Changes to CSU General Fund (in millions)



General Fund and Gross Tuition

Inflation Adjusted (in Billions)



Period from 2008-09 to 2011-12

- Gross budget (general fund, tuition, fees) increased by \$225M
- Changes ranged from a decline of 6% to an increase of 11%
- Short-term solutions were employed to balance the budget

Fiscal Year	Final Budget	Change	Percent
2007/08	\$4,364,589,000		
2008/09	\$4,498,119,000	\$133,530,000	3%
2009/10	\$4,231,715,649	(\$266,403,351)	-6%
2010/11	\$4,708,262,870	\$476,547,221	11%
2011/12	\$4,590,080,962	(\$118,181,908)	-3%
Total Change		\$225,491,962	5%

Short Term Solutions

Expenses

- Unfunded Mandatory Costs Increases \$185M
- **SUG** Increases Offset by Tuition increases \$349M
- Furlough (10%)
- Layoffs
- Enrollment Management

Revenue

- Increased Tuition Each Year
 - Total increase nearly doubled tuition (10% - 32% annually)
- Average Campus Fees Increased 40% over 5 years
- One-Time Federal Funds delayed biggest cuts
- Pro-Rata Cuts

Additional Budget Pressures

- Reopening labor agreements likely to increase costs
- Capital improvements
 - Cost of construction increasing
 - Increasing enrollment
- Current year costs of pension/retiree benefit obligations ~\$1 billion
 - Healthcare trend increasing at 4.5% per year
- Growing unfunded liabilities have been allocated among participating agencies

- Assumes the 6% reduction experienced during the last recession
- Assumes a tuition increase will occur
- Calculated reduction amounts illustrate potential challenges during the next downturn

Organization	Final 2018/19 Gross Budget	6% decline
Bakersfield	136,556,609	(8,193,000)
Channel Islands	122,163,910	(7,330,000)
Chico	231,516,632	(13,891,000)
Dominguez Hills	181,668,252	(10,900,000)
East Bay	210,337,161	(12,620,000)
Fresno	307,027,932	(18,422,000)
Fullerton	446,082,561	(26,765,000)
Humboldt	142,913,710	(8,575,000)
Long Beach	468,824,436	(28,129,000)
Los Angeles	318,451,539	(19,107,000)
Maritime	46,573,576	(2,794,000)
Monterey Bay	119,998,383	(7,200,000)
Northridge	455,659,696	(27,340,000)
Pomona	308,167,742	(18,490,000)
Sacramento	349,061,037	(20,944,000)
San Bernardino	249,755,208	(14,985,000)
San Diego	451,183,696	(27,071,000)
San Francisco	385,352,859	(23,121,000)
San Jose	403,432,182	(24,206,000)
San Luis Obispo	347,144,968	(20,829,000)
San Marcos	176,199,152	(10,572,000)
Sonoma	129,643,783	(7,779,000)
Stanislaus	130,563,147	(7,834,000)
Chancellor's Office	77,144,650	(4,629,000)
Systemwide Programs	503,131,879	(30,187,000)
CSU System Total	6,698,554,700	(401,913,000)

Sacramento	349,061,037	(20,944,000)
San Bernardino	249,755,208	(14,985,000)
San Diego	451,183,696	(27,071,000)
San Francisco	385,352,859	(23,121,000)
San Jose	403,432,182	(24,206,000)
San Luis Obispo	347,144,968	(20,829,000)
San Marcos	176,199,152	(10,572,000)
Sonoma	129,643,783	(7,779,000)
Stanislaus	130,563,147	(7,834,000)
Chancellor's Office	77,144,650	(4,629,000)
Systemwide Programs	503,131,879	(30,187,000)
CSU System Total	6,698,554,700	(401,913,000)

Planning for the Next Downturn

- We are nearing the end of a long period of growth
- At a minimum, short-term adjustments will be required
- During the last downturn, the following occurred:
 - Draw from reserves
 - Increase tuition
 - Reduction in FTES
 - Reduction in labor force including layoffs and furlough
 - Interfund borrowing and transfers

Questions?

Thank you.

OPEN FORUM

(Three Minutes Per Speaker)

Next Meeting:

TBD: Late Summer/Fall 2019

Thank you for your service to this committee.

