

University Budget Committee



SAN FRANCISCO
STATE UNIVERSITY

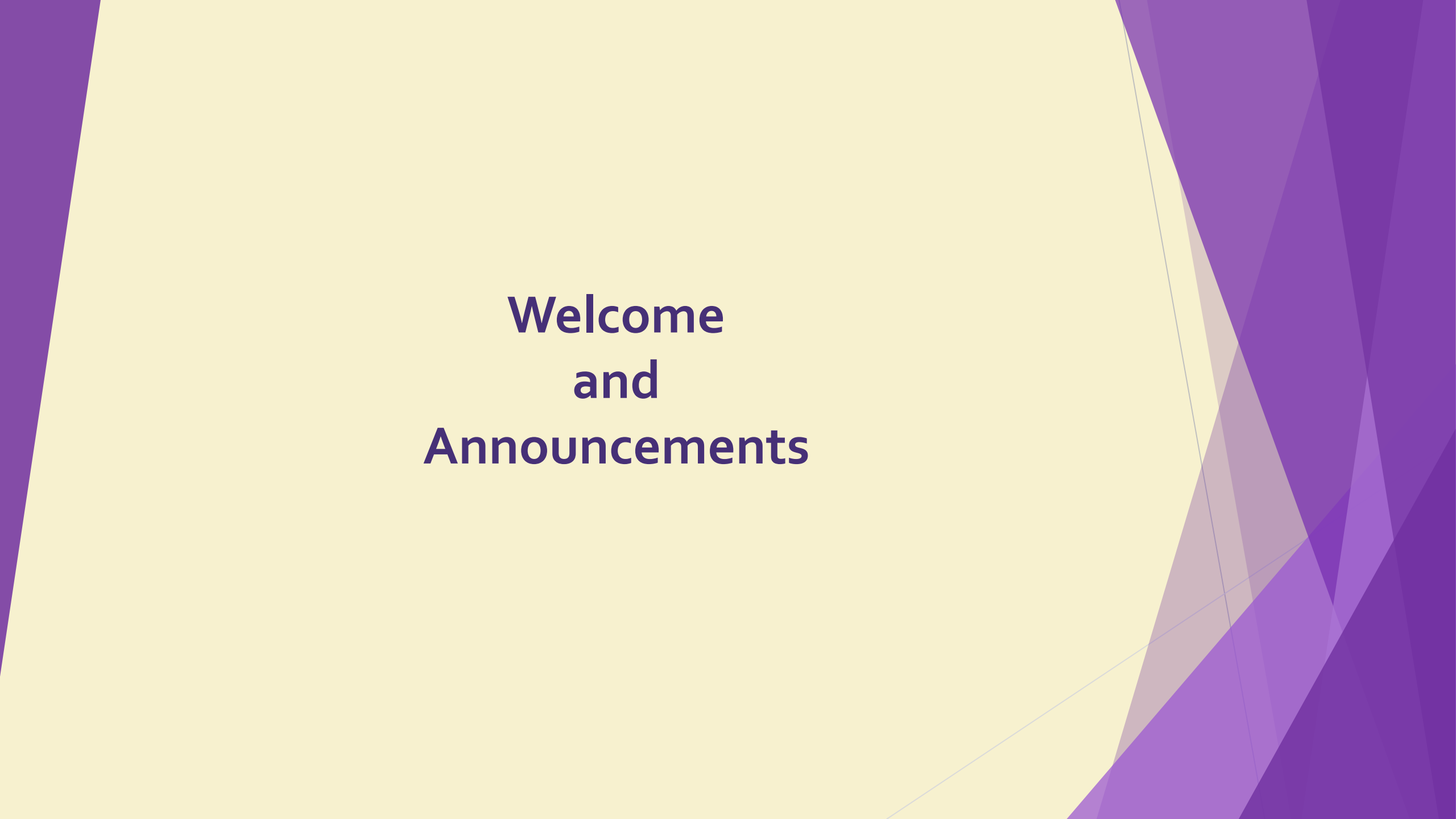
Thursday, April 23, 2020

Agenda

Welcome

1. Review and approval of minutes from February 3, 2020
2. 2020-2021 Enrollment update
3. 2020-2021 Budget Planning update
4. Review of February 3rd meeting priorities
5. Critical priorities to confront financial and budget adversity
6. Reserves and Carryforward policy development
7. Open Forum

Adjournment



**Welcome
and
Announcements**

Approval of February 3rd Meeting Minutes

Jeff Wilson

Interim Vice President & CFO
Administration & Finance



2020-2021 Enrollment Update

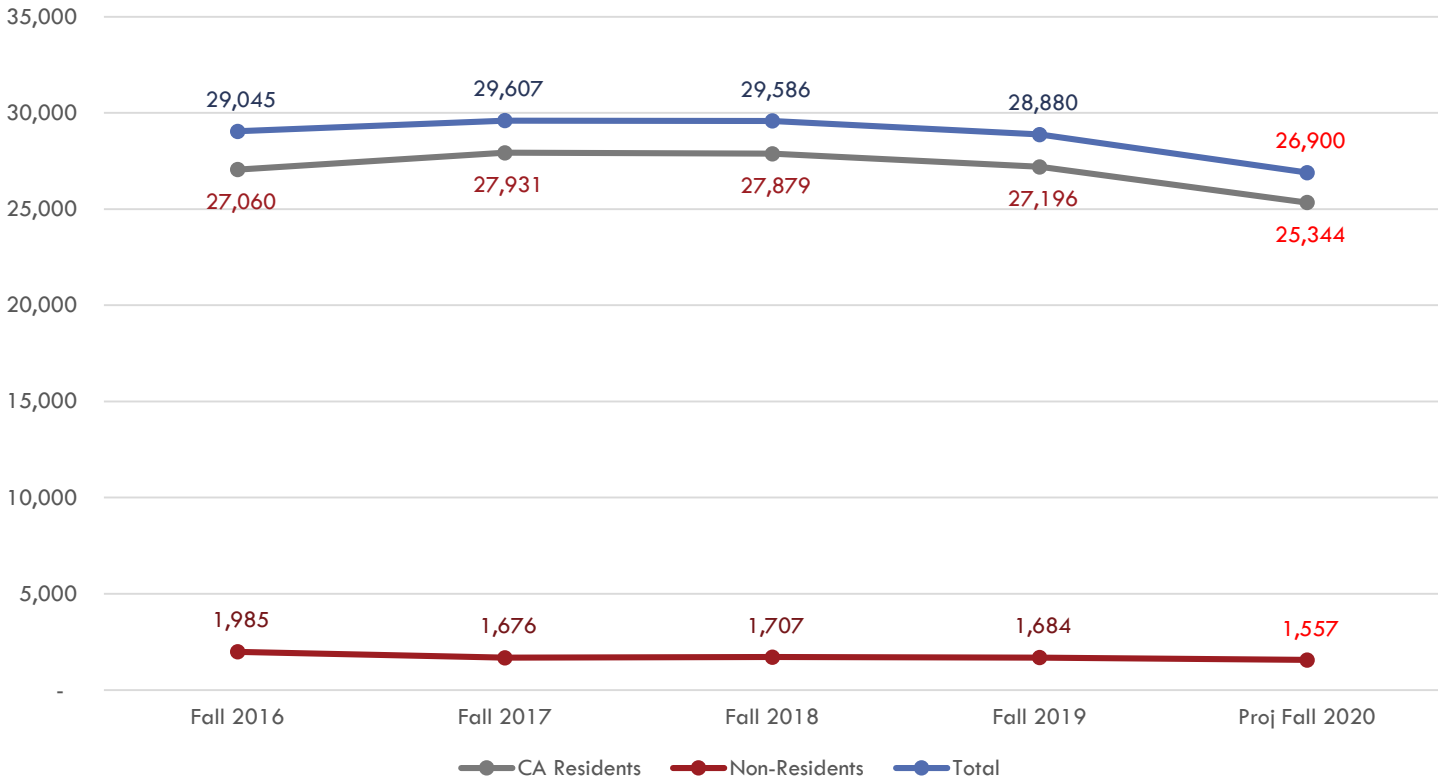
*Presented by Tom Enders
Special Assistant to the President*

*University Budget Committee (UBC)
Thursday, April 23, 2020*

Enrollment

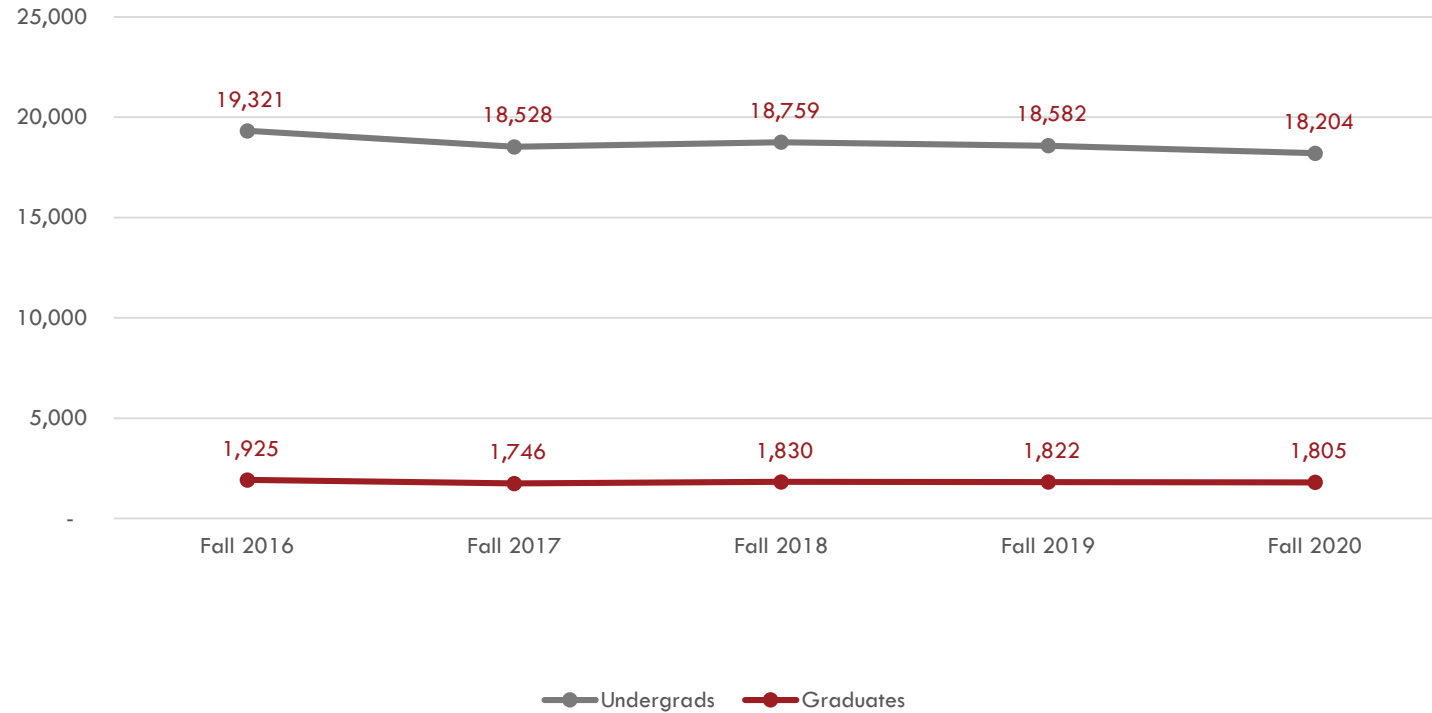
- Key Enrollment Trends Pre COVID-19
- Planning for the Uncertainty of our Current Reality

Fall Total Headcount Trend – Pre COVID-19



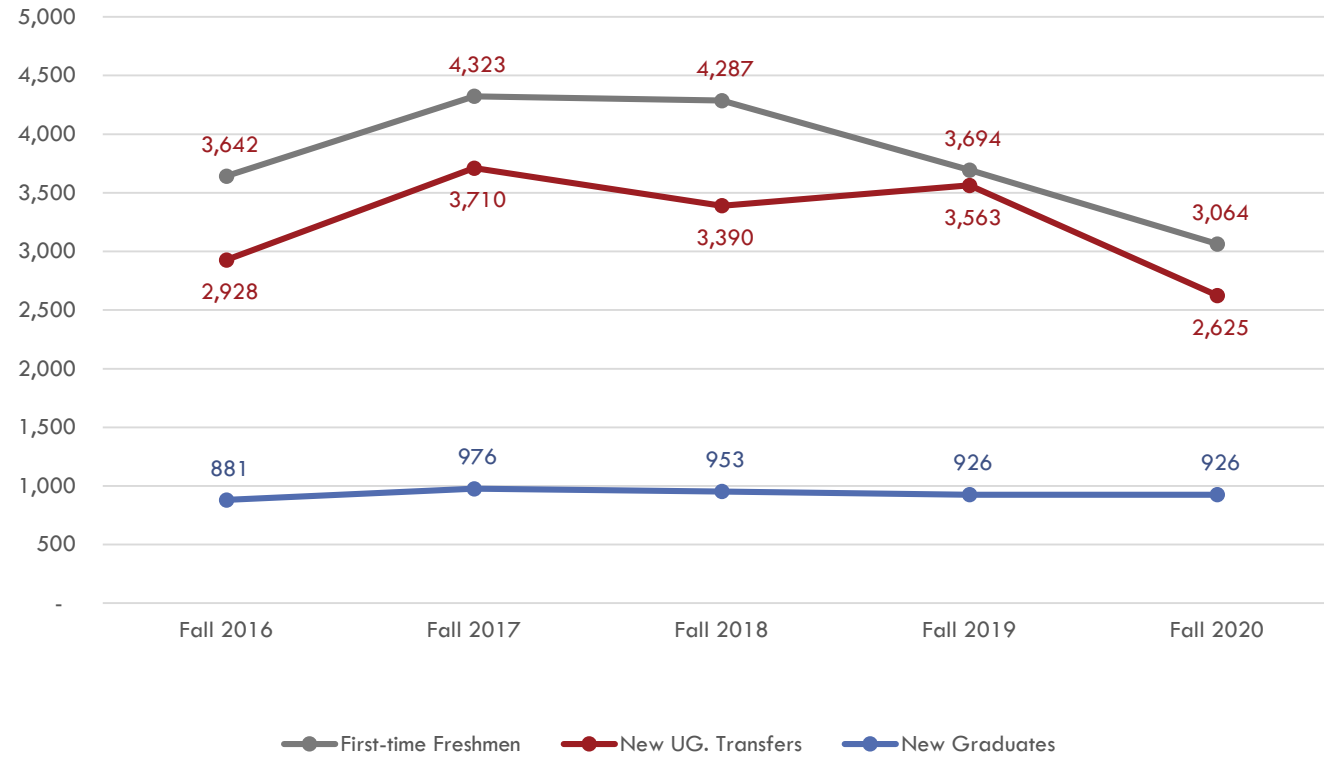
	Census				Projection	Difference to Fall 19	
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	#	%
CA Residents	27,060	27,931	27,879	27,196	25,344	(1,852)	-7%
Non-Residents	1,985	1,676	1,707	1,684	1,557	(127)	-8%
Total	29,045	29,607	29,586	28,880	26,900	(1,980)	-7%

Continuing Student Headcount Trend – Pre COVID-19



	Census				Projection Fall 2020	Difference to Fall 19	
	Fall 2016	Fall 2017	Fall 2018	Fall 2019		#	%
Undergrads	19,321	18,528	18,759	18,582	18,204	(378)	-2%
Graduates	1,925	1,746	1,830	1,822	1,805	(17)	-1%
Total Cont. Students	21,246	20,274	20,589	20,404	20,009	(395)	-2%

New Student Headcount Trend – Pre COVID-19



	Census				Projection	Difference to Fall 19	
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	#	%
First-time Freshmen	3,642	4,323	4,287	3,694	3,064	(630)	-17%
New UG. Transfers	2,928	3,710	3,390	3,563	2,625	(938)	-26%
New Graduates	881	976	953	926	926	-	0%
Total New Students	7,451	9,009	8,630	8,183	6,615	(1,568)	-19%

Key Factors Pre COVID-19

- SFSU was already facing an enrollment decline of about 7%
- The decline was disproportionately new undergraduate students
 - New Freshmen -18%
 - New Transfer -27%
 - Continuing students -2%
- This has both short-term and long term budget implications as our continuing student population will decline more dramatically in future years
- Course and service planning need to be adjusted to the shift in demographics with a heightened focus on student success and retention

Enrollment in the COVID-19 Context

- Nobody knows how students and parents will respond.
- Many have suggested planning for a 15% decline. That would be in addition to the decline previously discussed.
- Many feel the decline will be most prevalent in:
 - First-time freshmen outside of commuting distance
 - Large impact on us as about 48% enroll from outside the Bay area
 - International students
 - Possible moderate impact on us as many of our international students are already in country
- During hard economic times, families tend to choose lower cost institutions which may help us

When might we know more?

- Fall Enrollment begins Monday. We will review enrollment trends in mid-May after continuing students have had a chance to enroll.
- The intent to enroll deadline has been extended to June 1. We will review new student intents and registrations for orientation at that time.



Questions?
(please “Raise Hand”)

2020-2021 Budget Planning Update

Jeff Wilson

Interim Vice President & CFO
Administration & Finance

Review of February 3rd meeting outcomes

- Four Priorities
- Priority Analysis
- Placing priorities in context of where we are now

Jennifer Summit
Provost and Vice President
Academic Affairs

Jeff Wilson
Interim Vice President & CFO
Administration & Finance

Rewriting the University Budget Committee (UBC) Charge

What is the desired outcome of this priority?

A revised charge for UBC that reflects a more deliberative and engaged body of campus stakeholders and an inclusive membership.

Current State

Charge focuses primarily on membership and required meetings. Charge names UBC as an advisory committee but does not provide guidance on how to best perform that role.

Metrics

Inclusiveness of input and participation in rewriting the charge; timeliness of rewriting the charge; ratification of charge by UBC; President's approval of rewritten charge.

Desired State

A charge that expands guidance on the UBC can be more engaged and deliberative in role as an advisory committee to the President for budget issues. A charge that optimizes the inclusiveness of the UBC's membership.

Who will be the executive sponsor(s) for this priority?

Vice President and Provost Jennifer Summit (co-chair of the UBC)

What are next steps for this priority?

Convene subcommittee of existing UBC members to work on this priority.

Draft rewritten charge.

Circulate draft for review and comment by UBC members.

Gain consensus among UBC members for the revised charge.

Forward charge to President Mahoney for approval.

Who else will lead the effort for this priority?

[Add subcommittee names here.]

How will we monitor the progress on this priority?

Milestones by date.

Final approval by President (target - June 1, 2020)

Budget Literacy

What is the desired outcome of this priority?

A UBC membership that has a working knowledge of CSU/SFSU budget language, the budget cycle, and budget decision-making processes; expanded budget literacy across the campus.

Current State

The complexity of the CSU/SFSU budget process is further complicated by inconsistent terminology; concepts are presented out of context making it difficult for the UBC to fulfill its advisory role; communication is not consistent

Metrics

UBC: improved understanding of the budget language, cycle, and decision-making processes; A&F: published budget resources (glossary, decision-making processes, real-time updates); expanded budget literacy across campus - outreach to constituent groups (student groups, faculty groups, administrator and staff groups)

Desired State

Consistent resources for budget language, a well-understood budget cycle, and transparent budget decision-making processes; expanded budget literacy across the campus; UBC members equipped to fulfill their advisory role.

Who will be the executive sponsor(s) for this priority?

Vice President and CFO Jeff Wilson (co-chair of the UBC)

Who else will lead the effort for this priority?

[Add subcommittee names here.]

What are next steps for this priority?

Convene subcommittee of existing UBC members to work on this priority.

Outreach to campus constituent groups to identify literacy gaps.

Publish glossary and roadmaps for decision-making processes resources.

Present resources to UBC; gain consensus around resources.

Undertake broad outreach efforts to share resources with campus community.

How will we monitor the progress on this priority?

Milestones: convene subcommittee; outreach; publication and presentation of resources

Calendared outreach efforts

Budget and Fiscal Policy

What is the desired outcome of this priority?

To have a set of budget and fiscal policies that inform campus decision-making around financial and budget matters. Policies will reflect collaborative design and implementation, technical compliance, and optimal control and flexibility.

Current State

Very few campus policies exist around financial and budget decision making. Policies are created as they are needed - usually centrally without collaborative consultation.

Metrics

Inclusiveness of policy design and implementation; adherence to compliance requirements; quality of policies to inform decision making; quality of policies to provide optimal centralized control and cross-unit flexibility.

Desired State

A library of policies and resources that inform the campus of our approach for budget and fiscal decision making as agreed upon through an inclusive policy design and implementation process; marked levels of improved trust between central administration and units around budget and fiscal decision-making.

Who will be the executive sponsor(s) for this priority?

Vice President and CFO Jeff Wilson (co-chair of the UBC)

Who else will lead the effort for this priority?

[Add subcommittee names here.]
[Add technical working group names here.]

What are next steps for this priority?

Reconvene subcommittee to address this priority.

Identify budget and fiscal areas that need policies in the short-term.

Convene technical working group to draft policies.

Gain consensus from subcommittee for draft policies.

Present draft policies to UBC for consensus approval.

How will we monitor the progress on this priority?

Milestones: reconvene subcommittee; convene technical working group; ID policy priorities.

Present draft policies to UBC for consensus approval.

UBC Communication and Outreach

What is the desired outcome of this priority?

The UBC will define, coordinate, and publicize communication and outreach to the campus community for budget-related matters. The campus community members will be informed in a timely, engaged manner.

Current State

A&F/University Budget Office provides most communication and outreach efforts around the budget process. The communication is defined and presented by A&F. The communication and outreach are historical.

Metrics

Desired State

UBC defines communication and outreach efforts (what, when, how, where). Campus engages with communication and outreach. Expanded budget literacy across campus.

Who will be the executive sponsor(s) for this priority?

Vice President and Provost Jennifer Summit; Vice President and CFO Jeff Wilson; (co-chairs of the UBC)

Who else will lead the effort for this priority?

[Add subcommittee names here.]
[Add technical/support working group names here.]

What are next steps for this priority?

Convene subcommittee to address this priority.

Subcommittee identify communications and outreach priorities.

Convene technical/support working group to prepare communications/outreach resources.

Gain consensus from subcommittee to go forward with communications/outreach resources.

Publish/Schedule/Deliver communications and outreach priorities.

How will we monitor the progress on this priority?

Milestones: convene subcommittee; convene technical/support working group; ID C/O priorities

Publish/Schedule/Deliver communications and outreach priorities.

Critical priorities to confront financial and budget adversity:

- Sound Reserves and Carryforward policy
 - Communication and Outreach
-

Jennifer Summit
Provost and Vice President
Academic Affairs

Jeff Wilson
Interim Vice President & CFO
Administration & Finance

Reserves and Carryforward Policy Development

(all to discuss)

- Review of terms and definitions
- Policy principles
- Policy structure

Terms and Definitions

Reserves

- Central Reserve
- Reserve Designations

Carryforward balances (carryforwards)

Auxiliary enterprises

501(c) (3) Auxiliaries

Restricted resources

General operating fund

Policy Principles

What characteristics will make policy successful?

What outcomes will define the success of this policy?

Policy Structure

- Best practices
- Technical
- Procedural

OPEN FORUM

(Please "Raise Hand" to speak.
Three Minutes Per Speaker)

Thank you for your service to this committee.

