



**SAN FRANCISCO  
STATE UNIVERSITY**

Student Success and Graduation Initiative [studentsuccess.sfsu.edu](https://studentsuccess.sfsu.edu)



# University Budget Committee

Thursday, August 6, 2020

# Today's Agenda:

1. **Welcome** Co-Chairs Wilson & Summit
2. **Approval of minutes from July 23, 2020** VP Wilson
3. **Opening Remarks from President Mahoney**
4. **CARES Act – Tranche III** Provost Summit, VPs Hellwig and Wilson
5. **2020-2021 Budget Overview - continued** VP Wilson
6. **University Advancement – Budget Overview** VP Jackanicz
7. ~~**Administration & Finance – Budget Overview (next meeting)**~~ VP Wilson
8. **Open Forum** (ten minutes; three-minute limit per speaker)

Adjournment.

Next meeting Thursday, August 27<sup>th</sup>, 10:00 AM – 12:00 PM

\* all meeting notices posted to CampusMemo

\* meeting materials posted after each meeting on the UBC webpage: <https://adminfin.sfsu.edu/ubc>

# Welcome from co-chairs

## **Jeff Wilson**

Interim Vice President & CFO  
Administration & Finance

## **Jennifer Summit**

Provost and Vice President  
Academic Affairs

# Approval of July 23<sup>rd</sup> Meeting Minutes

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**Jeff Wilson**

Interim Vice President & CFO  
Administration & Finance

# Opening Remarks

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**President Lynn Mahoney**

# CARES Act – Tranche III

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**Provost Summit, VP Hellwig and VP Wilson**

# Student Affairs & Enrollment Management

## **Addressing the Impact of COVID-19 on SF State Students: Campus Life and CARES Act 3 Funding**

Total Request: \$400,000

# Rationale for SAEM Requests @ COVID-19

- CARES ACT 3 designated for MSI, HSI, Tribal, and HBCU campuses & identities to address inequities during COVID-19.
  - 75% of SF State students are considered underrepresented minority ([SF State Institutional Research, February 2020](#)), the communities identified in the federal CARES ACT 3 Act.
  - COVID-19 has disproportionately impacted Black, Brown, Indigenous/Native, and Asian American/Pacific Islander communities, those identified in the federal CARES ACT 3 Act. (Centers for Disease Control: <https://bit.ly/3gnFbdQ>)



# COVID-19:

## Addressing and Enhancing Mental Health Services

**Budget Request for Fall 2020 - \$210,000**

**Counselors / Mental Health Professionals**

- ▶ The COVID-19 and Racism pandemics have further exacerbated the mental health of college students, even as college student mental health concerns have been steadily increasing in the last 10 years.
  - ▶ 1 Full-Time Temporary Clinical Counselor - \$108,000
  - ▶ 1 Full-Time Temporary Clinical Counselor - \$102,000
    - ▶ Focus on Wellness & Case Management

# COVID-19: Addressing Economic Impact of the Digital & Technology Divide

## **Budget Request for Fall 2020 - \$130,000 Technology to Support Remote Student Services/Programs**

- ▶ Given the reality that COVID-19 requires nearly all student engagement to take place remotely in Fall 2020, it is particularly important for the University to find new and creative ways to connect with students from afar.
- ▶ With this funding, Student Affairs & Enrollment Management (SAEM) will procure various technology-based tools to enhance the delivery of virtual student services and programs.
- ▶ CARES Act funding would support remote student services through online training and technical assistance, subscriptions, software/hardware, and ancillary equipment.

# COVID-19: Addressing Inequity & Retention for the Most Vulnerable

## Budget Request for Fall 2020 - \$60,000 Men of Color Student Success Mentoring Program

- ▶ Development of a student mentoring program focused on men of color in support of increasing persistence, retention, and graduation rates. In alignment with CSU & SF State GI 2025.
  - ▶ Currently, 10% graduation gap between men of color and other students at SF State. If not addressed during COVID-19, it could increase further.
- ▶ Data driven and evidence based, a Men of Color Success Mentoring Program provides opportunities for individualized and group mentoring, academic support, and skill-building workshops designed to enhance the social and academic success and help-seeking skills of men of color while learning remotely at SF State.
  - ▶ COVID-19 impacts negatively students of color, particularly men of color, in multiple ways – academic success and persistence, mental wellness, physical wellness, economic mobility, access to technology, and connection to campus professionals during remote instruction and services.
    - (National Education Association: <https://bit.ly/39Yvgto>)
    - (NAACP: <https://bit.ly/3fvBy4e>)
    - (Inside Higher Ed: <https://bit.ly/33oxssr>)

# Student Affairs & Enrollment Management

## Addressing the Impact of COVID-19 on SF State Students: Campus Life and CARES Act 3 Funding

Total Request: \$400,000

# 2020-2021 Budget Update

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**Jeff Wilson**

Interim Vice President & CFO  
Administration & Finance



# Budget Update

August 6, 2020

San Francisco State University

# University Budget Update

## Agenda

1. Quick review of July 23 budget update
2. Budget update
3. One-time funds including carryforwards and reserves
4. Recurring and structural deficits
5. Cabinet-level budget presentations

# University Budget Update

## 1. Quick review of July 23 budget update



# University Budget Update

## Agenda from July 23

- Review of budget planning assumptions
- CSU budget
- SF State working budget
- Addressing multi-year downward budget adjustments
- Next steps
- Looking ahead

# University Budget Update

- We reviewed the underlying assumptions used to approach planning and budget.
- We reviewed the CSU budget that reflected the reduction in state funding and forecasted reduction in tuition and fee revenue.
- SF State's working budget showed that the campus was initially facing a **\$38 million** deficit but the divisions had implemented temporary reductions to address about half of the deficit.
- The working budget still had an **\$18 million** funding gap that had not been addressed.

# University Budget Update

- The reserves we discussed are now posted on the CSU's transparency portal at [www.calstate.edu](http://www.calstate.edu).
- Based on the discussion around reserves, there was a general support from members who spoke that we should use **one-third of reserves** this year to address the deficit.
- Of the available **\$22 million**, **35%** is **\$7.7 million**. That still leaves a **\$10.3 million** funding gap for 2020-2021.
- Knowing that we're confronting additional state funding reductions over the next several years and declining enrollments – including retention – that leaves **\$14.3 million** in reserves to cover shortfalls over the next few years.

# University Budget Update

Fiscal Year	% Change	Actual(A)/Forecasted(F) Resources	A/F?
2017 - 2018	-	\$365.6 million	Actual
2018 - 2019	5.2%	\$384.7 million	Actual
2019 - 2020	4.9%	<b>\$403.4 million</b>	Actual
2020 - 2021	-9.8%	\$363.8 million	Forecasted
2021 - 2022	-5.0%	\$345.6 million	Forecasted
2022 - 2023	-2.5%	\$337.0 million	Forecasted
2023 - 2024	0.0%	<b>\$337.0 million</b>	Forecasted

- **2020-2021** Forecast is based on current planning enrollment data and B Memo from Chancellor's Office.
- **2021 – 2022 thru 2023 – 2024** forecasts are straight-line assumptions and do not account for enrollment changes, CO changes to campus funding method, or campus-based assumptions (i.e. **speculative**)

# University Budget Update

## 2. Budget Update

# University Budget Update – from July 8

	19-20 Budget	19-20 Actual	20-21 Working (*) Budget	Budget to Budget % Change	FY 20 Budget to FY 19 Actual % Change
<b>Total Revenues</b>	<b>\$401.3</b>	<b>\$403.0</b>	<b>\$363.8</b>	<b>-9.3%</b>	<b>-9.7%</b>
Salaries and wages	216.2	211.1	203.5	-5.9%	-3.6%
Benefits	107.2	105.4	103.0	-3.9%	-2.3%
Operating Expenses	20.3	19.9	18.1	-10.8%	-9.0%
University wide Expenses	57.6	61.7	57.1	-0.9%	-7.5%
<b>Total Expenses</b>	<b>401.3</b>	<b>398.1</b>	<b>381.7</b>	<b>-4.9%</b>	<b>-4.1%</b>
<b>Revenues less expenses</b>	<b>\$0.0</b>	<b>\$4.9</b>	<b>(\$17.9)</b>		

Dollars in millions

Note: (\*) working scenario as July 8

# University Budget Update – from July 31

	19-20 Budget	19-20 Actual	20-21 Working (*) Budget	Budget to Budget % Change	FY 20 Budget to FY 19 Actual % Change
<b>Total Revenues</b>	<b>\$401.3</b>	<b>\$403.0</b>	<b>\$365.4</b>	<b>-8.9%</b>	<b>-9.3%</b>
Salaries and wages	216.2	211.1	203.0	-6.1%	-3.8%
Benefits	107.2	105.4	102.8	-4.1%	-2.4%
Operating Expenses	20.3	19.9	17.6	-13.3%	-11.5%
University wide Expenses	57.6	61.7	60.0	4.1%	-2.7%
<b>Total Expenses</b>	<b>401.3</b>	<b>398.1</b>	<b>383.4</b>	<b>-4.4%</b>	<b>-3.7%</b>
<b>Revenues less expenses</b>	<b>\$0.0</b>	<b>\$4.9</b>	<b>(\$18.0)</b>		

Dollars in millions

Note: (\*) working scenario as July 31

# University Budget Update

## 3. One-time funds including carryforwards and reserves



# University Budget Update

**One-time funds:** funding that is not part of a unit's permanent base budget but rather comes in one-time and should not be expected to be allocated again.

**Carryforwards:** funds left unspent at the end of the fiscal year in the general fund. They do not reoccur each year.

**Reserve funds:** Funds set aside for later spending. Not all types of funds can have funds remaining in them at the end of the fiscal year, to be carried forward into the next fiscal year.

**Note:** Carryforwards are a component of reserves and are one-time funds

# University Budget Update

## Illustration

	Budget	Actual	Carryforward
Salaries and wages	\$120,000	\$112,000	\$8,000
Operating Expenses	10,000	8,000	2,000
<b>Total</b>	<b>\$130,000</b>	<b>\$120,000</b>	<b>\$10,000</b>

Category	Reserves
Short-term Obligations	\$6,000
Capital	0
Operations	4,000
Financial Aid	0
<b>Total</b>	<b>\$10,000</b>

# University Budget Update

## 4. Recurring and structural deficits

# University Budget Update

## Recurring or structural deficit

When a unit continually relies on one-time funds to cover the *necessary*, recurring costs of its operations

- Reasons for recurring or structural deficit:
  - Resource allocation is too low
  - Cost structure is too high
- Overtime, costs must be aligned with resources to eliminate recurring or structural deficits.

# University Budget Update

## Next steps

- Include **\$7.7 million** one-time use of reserves into working budget.
- Determine the remaining budget shortfall that must be addressed.

# University Budget Update

## Cabinet-level budget presentations

- Vice presidents will present working budgets for 2020-2021 for their divisions.
- Budgets reflect adjustments from hiring chill and reduced operating expenses.
- Today: University Advancement, Administration & Finance
- Future meeting(s): Student Affairs, Academic Affairs, Enrollment Management, Office of the President, Athletics

# University Advancement Budget Overview

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**Jeff Jackanicz**  
Vice President  
University Advancement



**University Advancement**  
**General Operating Fund Budget**  
July 23, 2020

San Francisco State University



# University Budget Overview

## University Advancement

**2020 – 2021 Proposed Budget  
General Operating Fund**

# University Budget Overview

## University Advancement

- Advancement Services
- Alumni Relations/Engagement
- Strategic Marketing & Communications
- University Development
- University Events & Protocol
- Vice President's Office & Operations (incl. supporting SF State Foundation)

Staff = 53

Base Budget = \$5.3 million or 1.5% of SF State Budget

# University Budget Overview

## Budget Assumptions & Cost Reductions

1. We have increased the FY 20-21 subsidy from SF State Foundation to cover more positions and at a higher percentage.
2. We will not fill nine (9) of our 15 vacant positions; and we have significantly decreased hospitality and travel costs for **a total decrease of 13% to our base budget.**
3. We are deferring our single biggest non-personnel expense (current donor database near end-of-life).
4. Plan to use carryforward to cover some one-time costs.

# University Advancement - Summary

	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>	<b>Budget to Budget % Change</b>	<b>FY 20 Budget to FY 19 Actual % Change</b>
<b>Revenue</b>	(158,414)	(264,220)	(307,326)	94.0%	16.3%
<b>Salaries and wages</b>	5,764,603	4,718,145	5,007,318	(13.1%)	6.1%
<b>Operating Expenses</b>	476,872	790,283	594,493	24.7%	(24.8%)
<b>Total</b>	6,083,061	5,244,208	5,294,485	(13%)	1.0%

# University Advancement - Summary with Carry Forward

	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>	<b>Budget to Budget % Change</b>	<b>FY 20 Budget to FY 19 Actual % Change</b>
<b>Revenue</b>	(158,414)	(264,220)	(307,326)	94.0%	16.3%
<b>Salaries and wages</b>	5,764,603	4,718,145	5,007,318	(13.1%)	6.1%
<b>Operating Expenses</b>	476,872	790,283	594,493	24.7%	(24.8%)
<b>Total</b>	<b>6,083,061</b>	<b>5,244,208</b>	<b>5,294,485</b>	<b>(13%)</b>	<b>1.0%</b>
<b>Use of Carry Forward</b>			<b>380,000</b>		
<b>Total</b>	<b>6,083,061</b>	<b>5,244,208</b>	<b>5,674,485</b>	<b>(6.7%)</b>	<b>8.2%</b>

# University Advancement – Use of Carry Forward

Carry forward – Beginning Balance at July 1, 2020	\$1,611,100
Designated for one-time general operating support	0
Designated for one-time, non-recurring	380,000
Undesignated in <b>FY 20-21</b>	\$1,231,100

# University Advancement – Use of Carry Forward

Designated for one-time, non-recurring

Salaries & Wages	0
Benefits	0
Operating Expenses	380,000
Total	\$380,000

# University Advancement – Advancement Services

	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>	<b>Budget to Budget % Change</b>	<b>FY 20 Budget to FY 19 Actual % Change</b>
<b>Revenue</b>	(28,966)	(28,965)	(34,500)	19.1%	19.1%
<b>Salaries and wages</b>	515,000	509,113	512,212	(0.5%)	0.6%
<b>Operating Expenses</b>	79,250	79,941	79,700	0.6%	(0.3%)
<b>Total</b>	565,284	560,089	557,412	(1.4%)	(0.5%)

<b>Positions</b>	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>
<b>MPP</b>	1	1	1
<b>Staff</b>	6	6	6
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>



# University Advancement – Alumni Relations/Engagement

	19-20 Budget	19-20 Actual	20-21 Budget	Budget to Budget % Change	FY 20 Budget to FY 19 Actual % Change
<b>Salaries and wages</b>	558,288	297,555	249,288	(55.3%)	(16.2%)
<b>Operating Expenses</b>	34,239	100,370	28,510	(16.7%)	(71.6%)
<b>Total</b>	592,527	397,925	277,798	(53.1%)	(30.2%)

Positions	19-20 Budget	19-20 Actual	20-21 Budget
<b>MPP</b>	4	2	2
<b>Staff</b>	2	2	1
<b>Total</b>	6	4	3

# University Advancement – Strategic Marketing & Communications

	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>	<b>Budget to Budget % Change</b>	<b>FY 20 Budget to FY 19 Actual % Change</b>
<b>Revenue</b>	-	(82,759)	(80,000)	N/A	(3.3%)
<b>Salaries and wages</b>	859,873	754,902	892,299	3.8%	18.2%
<b>Operating Expenses</b>	85,470	218,406	244,720	186.3%	12.0%
<b>Total</b>	945,343	890,549	1,057,019	11.8%	18.7%

<b>Positions</b>	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>
<b>MPP</b>	3	2	4
<b>Staff</b>	7	7	7
<b>Total</b>	<b>10</b>	<b>9</b>	<b>11</b>

# University Advancement – University Development

	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>	<b>Budget to Budget % Change</b>	<b>FY 20 Budget to FY 19 Actual % Change</b>
<b>Revenue</b>	(17,586)	(19,944)	-	(100.0%)	(100.0%)
<b>Salaries and wages</b>	2,712,252	2,216,654	2,138,373	(21.2%)	(3.5%)
<b>Operating Expenses</b>	161,513	202,888	193,513	19.8%	(4.6%)
<b>Total</b>	2,856,179	2,399,598	2,331,886	(18.4%)	(2.8%)

<b>Positions</b>	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>
<b>MPP</b>	20	15	16
<b>Staff</b>	5.5	5	5
<b>Total</b>	<b>25.5</b>	<b>20</b>	<b>21</b>

# University Advancement – University Events & Protocol

	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>	<b>Budget to Budget % Change</b>	<b>FY 20 Budget to FY 19 Actual % Change</b>
<b>Revenue</b>	-	(20,690)	(21,600)		4.4%
<b>Salaries and wages</b>	364,239	403,605	407,356	11.8%	0.9%
<b>Operating Expenses</b>	70,000	6,703	12,550	(82.1%)	87.2%
<b>Total</b>	434,239	389,618	398,306	(8.3%)	2.2%

<b>Positions</b>	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>
<b>MPP</b>	4	4	4
<b>Staff</b>	-	-	-
<b>Total</b>	4	4	4

# University Advancement – Vice President’s Office

	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>	<b>Budget to Budget % Change</b>	<b>FY 20 Budget to FY 19 Actual % Change</b>
<b>Revenue</b>	(111,862)	(111,862)	(171,226)	53.1%	53.1%
<b>Salaries and wages</b>	754,951	536,317	807,790	7%	50.6%
<b>Operating Expenses</b>	46,400	181,659	35,500	(23.5%)	(80.5%)
<b>Total</b>	689,489	606,114	672,064	(2.5%)	10.9%

<b>Positions</b>	<b>19-20 Budget</b>	<b>19-20 Actual</b>	<b>20-21 Budget</b>
<b>MPP</b>	4	3	4
<b>Staff</b>	3	3	3
<b>Total</b>	<b>7</b>	<b>6</b>	<b>7</b>

# University Budget Overview

## Implications:

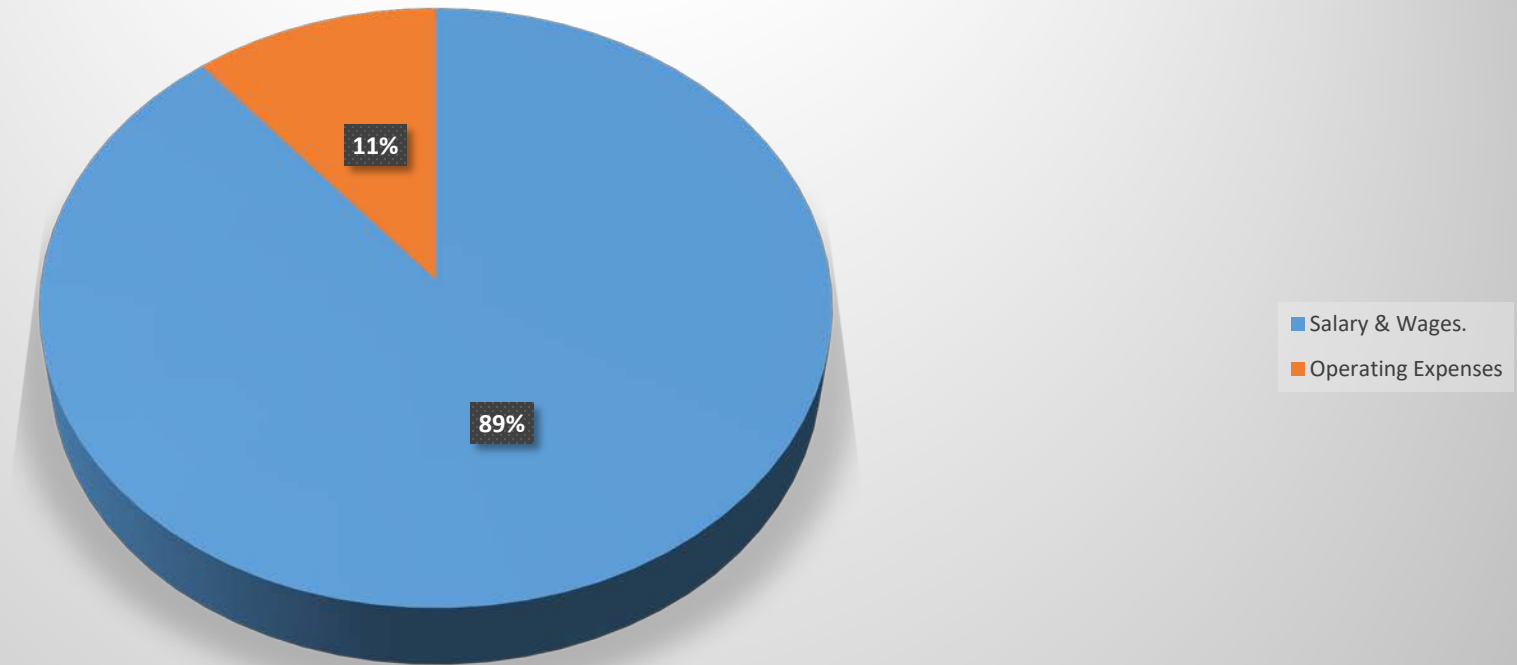
- Not filling 9 positions (15% of division) means constrained ability to maintain and grow donor base, alumni outreach, and market & communicate university's brand.
- Donor database is the lifeline of the division in connecting donors and alumni to university. Further delays could lead to disruption in our work.

## Looking ahead:

- Immediately increase marketing support for enrollment management.
- Possible delay to the feasibility and planning phase for the next campaign.
- Securing a new donor database and CRM is a priority.

# Stepping into the Budget Process

University Advancement - Summary FY20-21 Budget



# **PUBLIC OPEN FORUM**

Ten Minutes – three minutes per speaker, please





SAN FRANCISCO  
STATE UNIVERSITY



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 presentation materials  
and meeting updates:

<https://adminfin.sfsu.edu/ubc>