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

4. 2020-2021 Budget Update  
   Elena Stoian

5. 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

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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*

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)

- 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

<table>
<thead>
<tr>
<th></th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>4,287</td>
<td>3,694</td>
<td>(593)</td>
</tr>
<tr>
<td>FTES</td>
<td>3,885</td>
<td>3,359</td>
<td>(526)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bay Area (6 counties)</td>
<td>44%</td>
<td>48%</td>
<td>52%</td>
</tr>
<tr>
<td>Southern California</td>
<td>37%</td>
<td>34%</td>
<td>30%</td>
</tr>
<tr>
<td>Northern California</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Central California</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>U.S. outside of CA</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>International</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
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</tbody>
</table>
Fall 2019 Enrollment – New Undergrad Transfers

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

<table>
<thead>
<tr>
<th></th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>3,390</td>
<td>3,563</td>
<td>173</td>
</tr>
<tr>
<td>FTES</td>
<td>2,814</td>
<td>3,044</td>
<td>230</td>
</tr>
</tbody>
</table>

Headcount Enrollment: New Undergrad Transfers

- Bay Area (6 counties): 60% Fall 2017, 64% Fall 2018, 60% Fall 2019
- Southern California: 22% Fall 2017, 18% Fall 2018, 20% Fall 2019
- Northern California: 8% Fall 2017, 8% Fall 2018, 9% Fall 2019
- Central California: 5% Fall 2017, 5% Fall 2018, 6% Fall 2019
- U.S. outside of CA: 1% Fall 2017, 1% Fall 2018, 1% Fall 2019
- International: 5% Fall 2017, 5% Fall 2018, 5% Fall 2019
Fall 2019 Enrollment – New Graduates

- About 3% decline from last year
- 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

<table>
<thead>
<tr>
<th></th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>953</td>
<td>926</td>
<td>(27)</td>
</tr>
<tr>
<td>FTES</td>
<td>816</td>
<td>804</td>
<td>(12)</td>
</tr>
</tbody>
</table>
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.

1.9% 3.6% below CO Target (24,582 FTES)
CY 2019-20 Projection – Annualized FTES

FTES - Non-Residents

FTES - Non-Resident, Domestics

FTES - Non-Resident, International
Take Aways

• 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
FY 2020-21 CSU BUDGET PLAN OBJECTIVES

- 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

State Allocation - Academic Facilities & Infr. $341 5%

State Allocation - Operations $3,681 47%

Tuition & Fees Revenue $3,156 40%

2020-21 Proposed Increase $648 8%

2020-21 Operating Budget and Infrastructure $7.8 billion (In millions)
FY 2020-21 CSU BUDGET PLAN SOURCES AND USES OF FUNDS

(In millions)

Total Sources $648 M

- General Fund Operating Budget, $488
- Tuition and Fees from Five Percent Enrollment Growth, $85
- Academic Facilities and Infrastructure, $75

Total Uses $648 M

- Five Percent Increase in Resident Enrollment, $249
- Salary and Benefits, $177
- Academic Facilities & Infr, $75
- Basic Needs, $15
- Graduation Initiative 2025, $105
- Mandatory Cost Increases, $27
FY 2020-21 CSU OPERATING BUDGET PLAN

Total Salary and Benefits $177
- Compensation Pool, $139
- Health Benefits, $26
- Retirement Benefits, $12

Total Mandatory Costs $27
- Senate Bill 84 Loan Repayment, $18
- Maintenance of New Facilities, $4
- Min Wage Increase, $5

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

DECEMBER - FEBRUARY
Campus Enrollment Planning,
Budget Assumptions

NOVEMBER
CSU Budget Request

JANUARY - JULY
CSU Negotiates with State

JULY
Final State Budget

AUGUST
FIRMS Budget Submission to CO

JUNE-JULY
- Complete Budget Meetings with
  President/CFO/Cabinet
  - BAO Uploads Base Budget

MID-JULY
CSU Provides
Campus Allocations

MAY
Governor’s Budget Revision

APRIL
Begin Budget Meetings with Cabinets

MARCH
Legislature Agreement
  Campus Units Develop
  Budget Plans

FEBRUARY
Campus Budget Framework

DECEMBER - FEBRUARY
Governor’s Budget Proposal
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:

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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
Retention & Graduation

55%
First-Time Full-Time Freshmen
6-Year Graduation Rate

GRADUATION
Graduation Rate

73%
CA Community College Transfer
4-Year Graduation Rate

Retention & Graduation
Degrees Awarded
Time to Degree
College Readiness
Student Right-to-Know
### Graduation Initiative 2025 Goals and Progress

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

**FTFT Freshman** = First-time Full-time Freshman  
**New UG Transfer** = New Undergraduate Transfer
First-time full-time freshman cohort beginning in 2015 was 24.1%
• 0.8% lower than the 2014 cohort
First-time full-time freshman cohort beginning in 2013 was 56.5%

- Highest in SFSU’s history (1.6% higher than the 2012 cohort)
New undergraduate transfer cohort beginning in 2017 was 46.0%  
- Highest in SFSU’s history (1.3% higher than the 2016 cohort)
New undergraduate transfers cohort beginning in 2015 was 74.2%

- Small improvement (1.4%) from the 2014 cohort
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 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 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 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 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.