



SAN FRANCISCO  
STATE UNIVERSITY

# University Budget Committee

December 15, 2022

## Welcome!

**UBC guests:** Please ensure your full name shows

- ◆ Please use the “raise hand” function for questions
- ◆ We’ll do our best to address questions posted in the Chat
  - ◆ Public forum is at approximately 11:30 AM
- ◆ Today’s presentations will be posted to the UBC webpage soon

**RSVP to [ubc@sfsu.edu](mailto:ubc@sfsu.edu) to attend UBC “Office Hours” tomorrow, Friday via Zoom:**

***(for Faculty and MPPs, 10:00AM – 11:00AM, for Staff: 11:00AM – 12:00PM)***

Next UBC meeting

Thursday, February 23, 2023, 10:00AM – 12:00PM via Zoom

# Welcome

## from UBC Co-Chairs

**Amy Sueyoshi**

Provost & Vice President  
Academic Affairs

**Jeff Wilson**

Vice President & CFO  
Administration & Finance

# Share Your Thoughts

## UBC Meetings

Attend  
And participate  
in the public  
forum

## UBC Office Hours

Virtual  
UBC member &  
peer-hosted  
on Fridays  
after UBC

## By Email

[UBC@sfsu.edu](mailto:UBC@sfsu.edu)  
Shared with  
UBC Steering  
Committee

## Personally

Reach out to a  
member and  
they can share  
Their  
knowledge  
or bring your  
input back to  
UBC

## UBC Webpage

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

Click on the

**Feedback and Questions**

button

# UBC Office Hours

Members of the University Budget Committee (UBC) invite you to attend UBC office hours to provide your feedback on meeting presentations, to suggest topics for future meetings, to discuss university budget-related questions, etc. This is an opportunity to dialogue directly with your UBC member-peers, as sessions are offered specifically for staff and faculty/MPPs.

## UBC OFFICE HOURS

**Friday, December 16, 2022**

Faculty & MPP: 10:00 AM – 11:00 AM

Staff: 11:00 AM – 12:00 PM

**RSVP to: [ubc@sfsu.edu](mailto:ubc@sfsu.edu)**

*All meetings take place via Zoom*

# AGENDA

Welcome/Office Hours/Agenda Review

Wilson

Member rollcall

UBC coordinator

Minutes Approval (UBC Nov. 2022 meeting)

Wilson

President's Message

Mahoney

College of Liberal and Creative Arts Budget Presentation

Clavier/Chau

# AGENDA

## **BREAK (5 min)**

College of Professional and Global Education Budget Presentation      Hwu

Updates/Informational Items      Wilson

- Designated Balances, Reserves and Carryforward Policy
- SF State Alternative Revenue UBC Working Group

Public Forum      ALL

# Member Rollcall

# Approval of Minutes

## from UBC meeting November 17, 2022

All past meeting minutes can be found on the UBC Webpage



# President's Message

Budget Presentation:  
**College of Liberal and  
Creative Arts**

Sophie Clavier, Interim Dean  
Ly Chau, Director of Finance

# **FY2022-2023 UBC Budget Overview**

**College of Liberal and Creative Arts**

December 15, 2022

# College of Liberal and Creative Arts

- Departments
  - Anthropology
  - Broadcast and Electronic Communication Arts
  - Classics
  - Communication Studies
  - Creative Writing
  - English Language and Literature
  - History
  - Humanities and Comparative World Literature
  - International Relations
  - Jewish Studies
  - Journalism
  - Modern Languages and Literatures
  - Philosophy
  - Political Science
  - Women and Gender Studies
- Schools
  - Arts
  - Cinema
  - Design
  - Liberal Studies
  - Music
  - Theatre and Dance

# College of Liberal and Creative Arts

- RSOs
  - Center for Iranian Diaspora Studies
  - DesignSpace
  - Documentary Film Institute
  - Fine Arts Gallery
  - Global Museum
  - Michael D. Palm Center for Research Translation and Public Policy
  - Morrison Chamber Music Center
  - Osher Lifelong Learning Institute (OLLI)
  - Paul K. Longmore Institute on Disability
  - Poetry Center
  - Queer Cinema Project
  - Veteran Documentary Corps

# College of Liberal Creative Arts

## (Budget Summary)

**FY2020-2021, 2021-2022 Review and FY2022 – 2023 Initial** in thousands of dollars

	FY2020-21 Budget	FY2020-21 Actuals	FY2021-22 Budget	FY2021-22 Actuals	FY2022-23 Budget	FY22 Budget to FY21 Budget % Changes	FY22 Budget to FY21 Actuals % Change
Revenues	(\$700)	(\$933)	(\$700)	(\$810)	(\$625)	-10.70%	-22.80%
Salaries and Wages	42,638	42,715	43,220	43,701	43,057	-0.38%	-1.50%
Operating Expenses	223	197	0	90	0	-----	-100.00%
Total	\$42,161	\$41,979	\$42,520	\$42,980	\$42,432	-0.39%	-1.30%

# College of Liberal and Creative Arts

## (Personnel Summary)

**FY2020-2021, 2021-2022 Review and FY2022 – 2023 Initial**

**FTE count**

<b>FTE</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>
<b>Faculty T/TT</b>	254.65	253.13	245.95
<b>Lecturer Faculty *</b>	129.43	142.32	129.42
<b>Department Chair</b>	8.64	9.00	8.80
<b>MPP</b>	9.00	8.00	8.00
<b>Staff - Departmental</b>	52.75	52.11	53.46
<b>Staff - Dean's **</b>	23.10	23.10	23.60
<b>Total</b>	<b>477.57</b>	<b>487.66</b>	<b>469.23</b>

\* FTE is reflective at vacant replacement rate and not actual salary.

\*\* Three advisors in Dean's Staff will be moving to DUEAP effective January 1, 2023.

# College of Liberal and Creative Arts

## (Enrollment Summary)

### FY2020-2021, 2021-2022 and FY2022 – 2023 Initial

<b>FTES</b>	<b>Fall 2020<sup>1</sup></b>	<b>Spring 2021<sup>1</sup></b>	<b>Fall 2021<sup>1</sup></b>	<b>Spring 2022<sup>1</sup></b>	<b>Fall 2022<sup>1</sup></b>	<b>Spring 2023<sup>4</sup></b>
<b>Undergraduate</b>	6,734.4	5,772.7	6,087.0	5,385.7	5,982.4	2,313.5
<b>Graduate</b>	371.6	348.2	382.1	367.0	393.3	199.3
<b>LCA Totals</b>	<b>7,106.0</b>	<b>6,120.9</b>	<b>6,469.1</b>	<b>5,752.7</b>	<b>6,375.7</b>	<b>2,512.8</b>
<b>Headcount</b>	<b>Fall 2020<sup>2</sup></b>	<b>Spring 2021<sup>2</sup></b>	<b>Fall 2021<sup>2</sup></b>	<b>Spring 2022<sup>2</sup></b>	<b>Fall 2022<sup>3</sup></b>	<b>Spring 2023<sup>4</sup></b>
<b>Undergraduate</b>	33,431	28,362	30,084	26,590	29,836	11,505
<b>Graduate</b>	1,569	1,459	1,624	1,534	1,600	807
<b>LCA Totals</b>	<b>35,000</b>	<b>29,821</b>	<b>31,708</b>	<b>28,124</b>	<b>31,436</b>	<b>12,312</b>

1. Data obtained from Institutional Research > Course Data > Curriculum and Instruction > Course Enrollment (FTES) by College

2. Data obtained from Institutional Research > Course Data > Curriculum and Instruction > DIY Course Enrollment Report

3. Data obtained from Institutional Research > Course Data > Curriculum and Instruction > Daily Course Enrollment (Unofficial): > Fall 2022

4. Data obtained through CS Query [SFO\_CS\_AR\_CLASS\_SCHED] and analyzed in AirTable as of December 2, 2022



# Budgeted Activities Funded With Carryforward Funds

## (Carryforward Summary)

in thousands of dollars

	20-21	21-22	22-23
<b>Operating expenses</b>	\$406	\$776	\$776
<b>Lecturer expenses</b>	\$621	\$422	\$0
<b>Open Commitments:</b>			
<b>Faculty Awards &amp; Grants</b>	\$79	\$178	\$232
<b>Facilities projects/recharges</b>	\$130	\$172	\$162
<b>Summer student help/peer advising</b>	\$16		\$10
<b>Delayed IER purchases/HR payments</b>	\$96	\$81	
<b>Total</b>	<b>\$1,348</b>	<b>\$1,629</b>	<b>\$1,180</b>

# Other Funds

(Fund Summary)

**FY2020-2021, 2021-2022 Review and FY2022 – 2023 Initial** in thousands of dollars

	20-21			21-22			22-23 *		
	Budget	Actual	Balance	Budget	Actual	Balance	Budget	Actual	Balance
<b>TSxxx - Course Fees</b>	\$176	\$80	\$96	\$145	\$104	\$41	\$200	\$51	\$149
<b>TAxxx - IRAs</b>	\$337	\$159	\$178	\$348	\$141	\$207	\$314	\$67	\$247
<b>TL310 - Lottery</b>	\$417	\$214	\$203	\$465	\$217	\$248	\$503	\$100	\$403
<b>NR101 - RRTs</b>	\$70	\$69	\$1	\$70	\$70	\$0	\$70	\$0	\$70
<b>NG001 - Work Study</b>	\$169	\$82	\$87	\$180	\$159	\$21	\$189	\$20	\$169

\* On-going

# Other Funds - cont.

(Fund Summary)

**FY2020-2021, 2021-2022 Review and FY2022 – 2023 Initial** in thousands of dollars

	20-21			21-22			22-23 *		
	Budget	Actual	Balance	Budget	Actual	Balance	Budget	Actual	Balance
<b>NR201 - IDC</b>	\$181	\$63	\$118	\$146	\$47	\$99	\$136	\$23	\$113
<b>TCxxx - CPaGE **</b>	\$619	\$53	\$567	\$707	\$59	\$648	\$892	\$38	\$854

\* On-going

\*\* Revenue sharing, formerly CEL

# Budget Implementation Strategies

- Curriculum Delivery
  - We study curricular revision to avoid duplication across departments but also to facilitate substitutions and progress to degree.
  - We want to nurture new programs (Bilingual Journalism, Video Games Studies) which may mean keeping some low enrolled courses as we expect them to surge at some point.

# Budget Implementation Strategies

- Student Success
  - We have several initiatives to study factors behind student attrition and equity GAP - need to be able to give stipends, assigned time, etc.
  - Some money comes from other sources and do not impact our budget.

# Q & A

# Member Forum

# Public Forum



**5 Minute Break**

Budget Presentation:  
**College of Professional  
and Global Education**

Alex Hwu, Dean



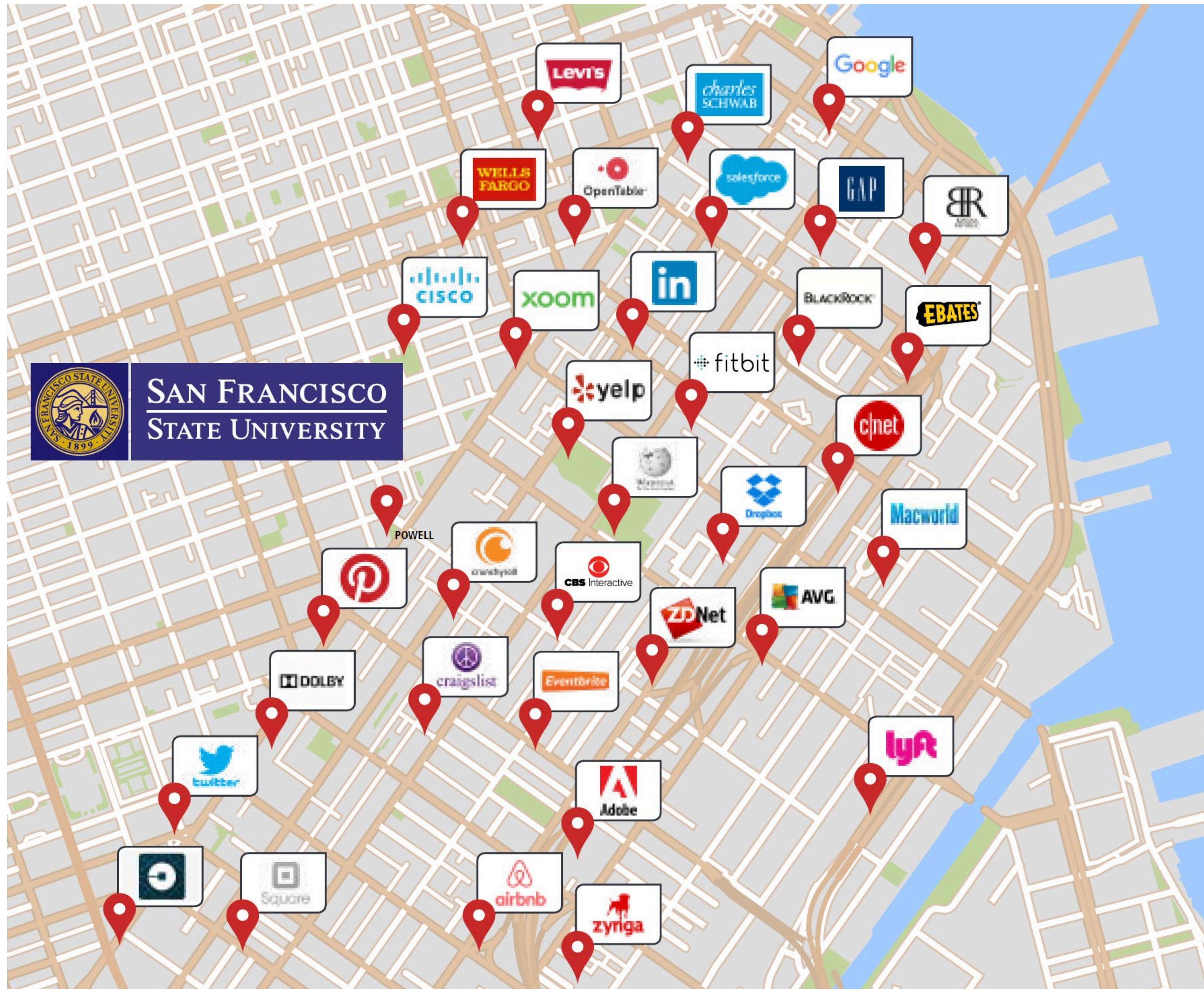


# College of Professional & Global Education ([cpage.sfsu.edu](http://cpage.sfsu.edu))

**By Alex Hwu**









# The Population

- America's "some college, no degree" (SCND) population—those who started at a 2-year or 4-year college and stopped out before completing a degree or certificate—has grown to 39 million people, up nearly 9 percent in just two years.
  - There are 6.24 million SCDN as of 2020, 16% of the total **live** in CA
- **3.9** million - 10% of this population are “potential completers” who have made at least two years’ worth of academic progress up until their last enrollment. Potential completers were found more likely than other former students to re-enroll and finish college.
  - 624,000 potential degree completers in CA 2020
  - 220,000 plus in the Bay Area

### *Five Most In-Demand Hard Skills*

**48%**

Strategic  
Thinking &  
Analytical Skills

**46%**

Computer  
Skills

**32%**

Project  
Management

**24%**

Language  
Skills

**23%**

Engineering

### *Five Most In-Demand Soft Skills*

**39%**

Leadership  
Ability

**36%**

Ability to  
Adapt  
to Change

**36%**

Communication

**27%**

Positive  
Attitude

**20%**

Teamwork

### *Five Most In-Demand College Majors*

**44%**

Computers  
& IT

**42%**

Business

**32%**

STEM

**23%**

Health &  
Medicine

**19%**

Education &  
Teaching

# High Success Rate

- **940,000** students identified as *Some College, No Degree* in 2013, have since re-enrolled and are now new completers.
  - **1 million** more are still enrolled as of December 2018 with a success and progress rate of 54 percent.
- Completers re-enroll in public universities rather than private institutions and most of them finish in two year and in the same state where they last enrolled

# CPaGE Programs – What We Offers

- Academic Credit Programs
  - Online Programs (Criminal Justice, Ethnic Studies, BSBA and Psychology)
  - Open-U
  - Winter Session
  - Nursing
- Career Focus - Professional Certificates
  - Academic Credit (iBUS, Pre-Health, CLS, Paralegals and others)
  - Continue Education Credit (Medical Assistant, Construction, HRM and others)
- International Programs (Faculty Led Study Aboard, Pathway, Semester@SF)



# CPaGE Programs – Degrees Conferred Since 2005

Noncredit  
Certificates

5525

Academic Credit  
Certificates

2403

Bachelor's Degrees

678

Master's Degrees

711

# Self-Support vs. State-Support

- Self-Support Programs
  - Follows all CSU and SF States Policies and Procedures
  - Funded 100% from student fees
  - CSU Policy 1099 and Enrollment based faculty compensation (classification 2322)
- CPaGE Student Population (Non-Matriculated)
  - Academic program participants qualify for federal financial aid
  - No CA State Grant
  - International students must pay full tuition/fees and no financial aid

# CPaGE Administrative Cost

- CPaGE Cost Recovery – 38%
  - 5% to CO and 5% to SF State Cost Recovery
  - 28% to cover all CEL staff costs, marketing, recruitment, rent
- Campus Partner Revenue Sharing
  - Open University – 31% of gross or \$122.5 unit/enrollment
  - Special Sessions – 8% of gross
  - Academic programs net revenue sharing – 50/50%
- CPaGE Self-Support Reserve Target – 6 months of annual expenditure
  - Economic Uncertainty
  - Future Program Development

# CPaGE Operations Realignment

- Balancing the Budget
  - Reduced expenditures by \$4M since 2018
  - Restructured staffing to meet future demands
  - Increased revenue by \$2M
- Provide pathway to all non-matriculated students
- Support Bay Area Community
  - Courses for Causes
  - Empowerment Certificate – Incarcerated Youth
  - Teacher Training in Computer Sciences and Ethnic Studies
  - Inclusion Pilot Program
- Stackable Academic Programs – 8 Week Terms, Online and On-Site

# CPaGE Fund Types

- TC001 CPaGE Trust Fund
- TC004 Early Start
- TC006 CPaGE Dean

# College of Professional & Global Education

## (Personnel Summary)

### FY2021-2022 and FY2022 – 2023 Initial

	FY2021-22 Budget		FY2022-23 Budget	
FAC	275		281	
MPP	6		8	
Staff	26		40	
Total	307		329	



Amy Sueyoshi  
Provost and VP for  
Academic Affairs

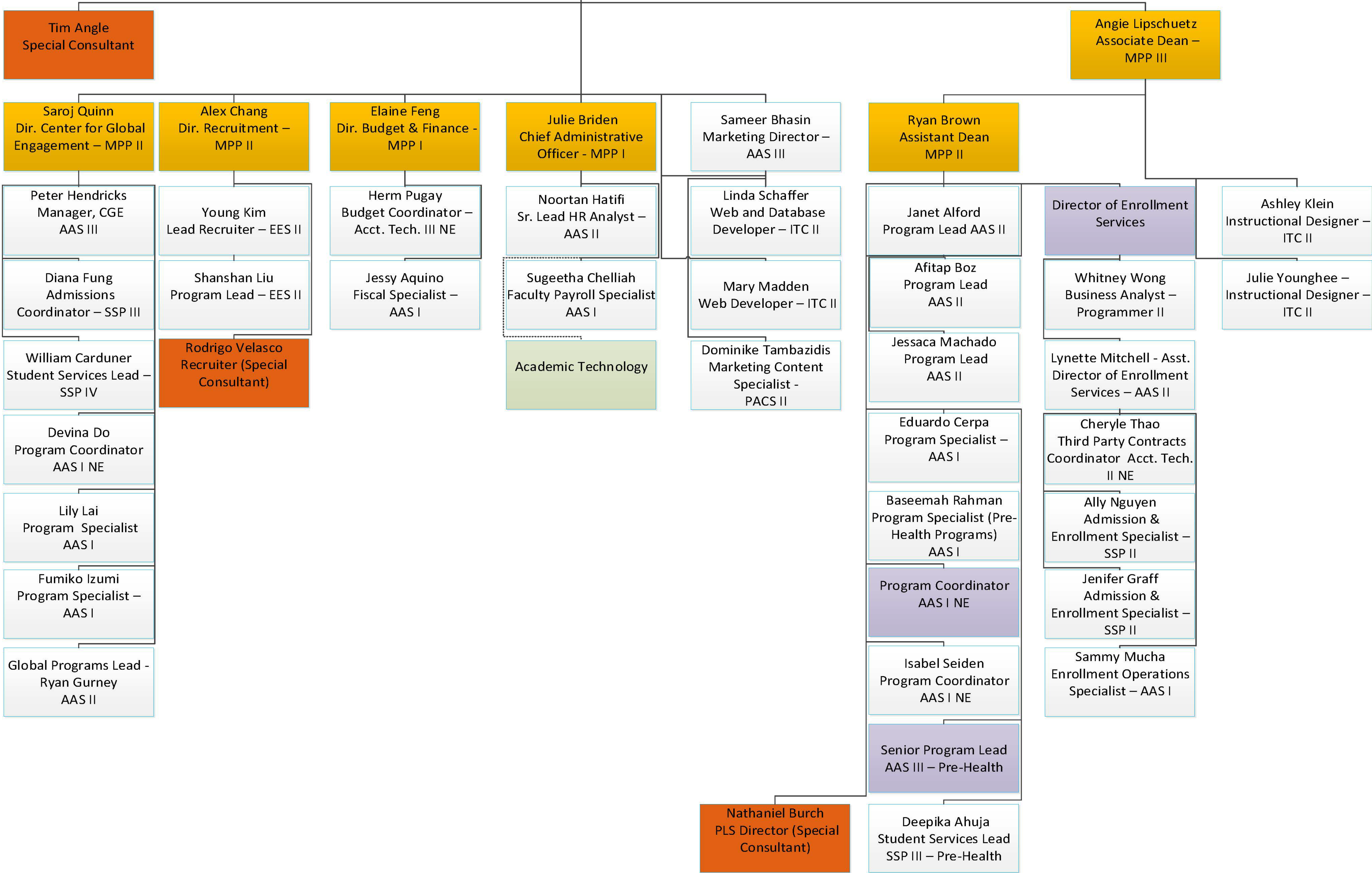
Alex Hwu  
Dean – MPP IV

MPP

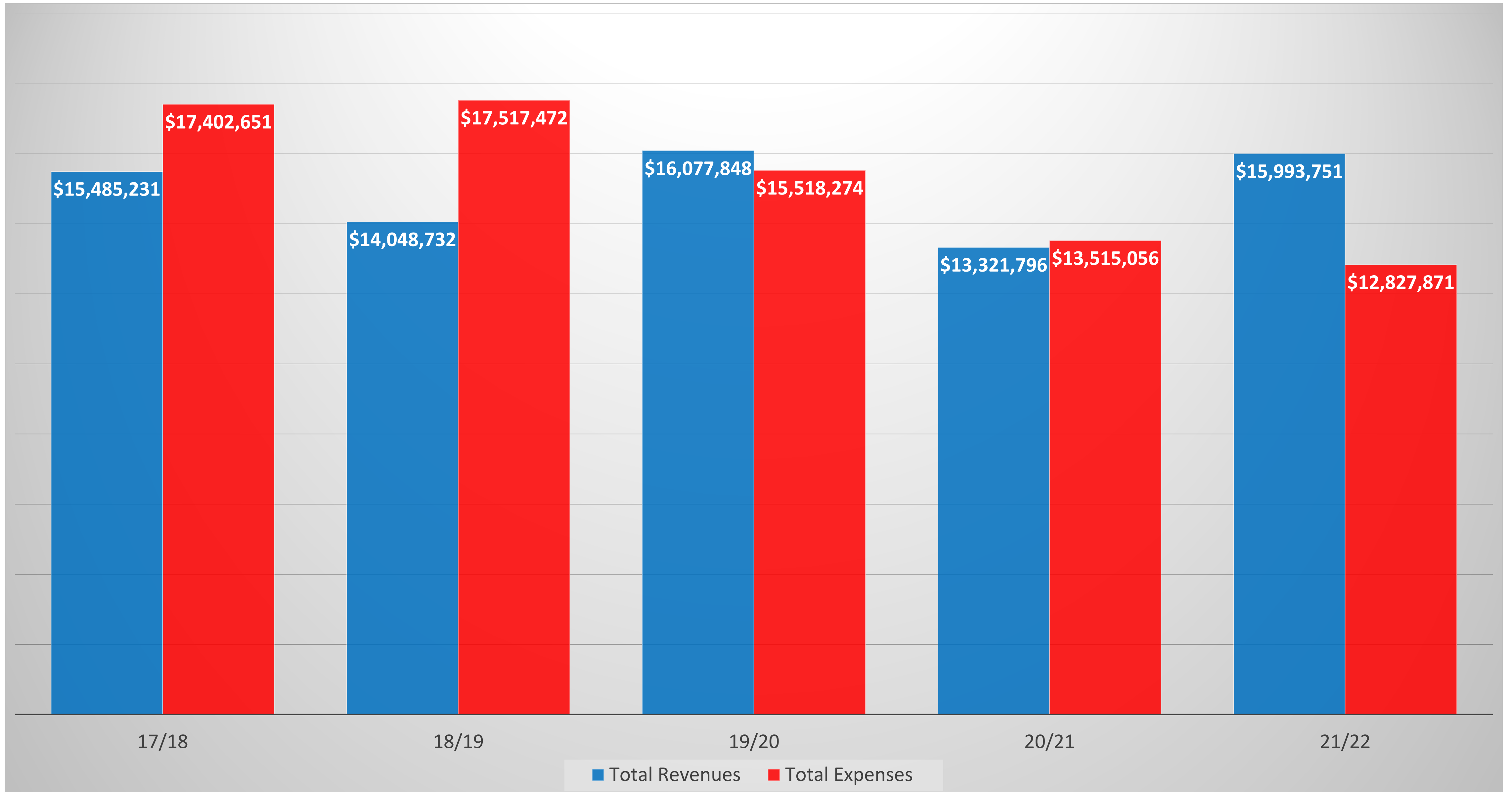
Staff

Part-Time

Vacant

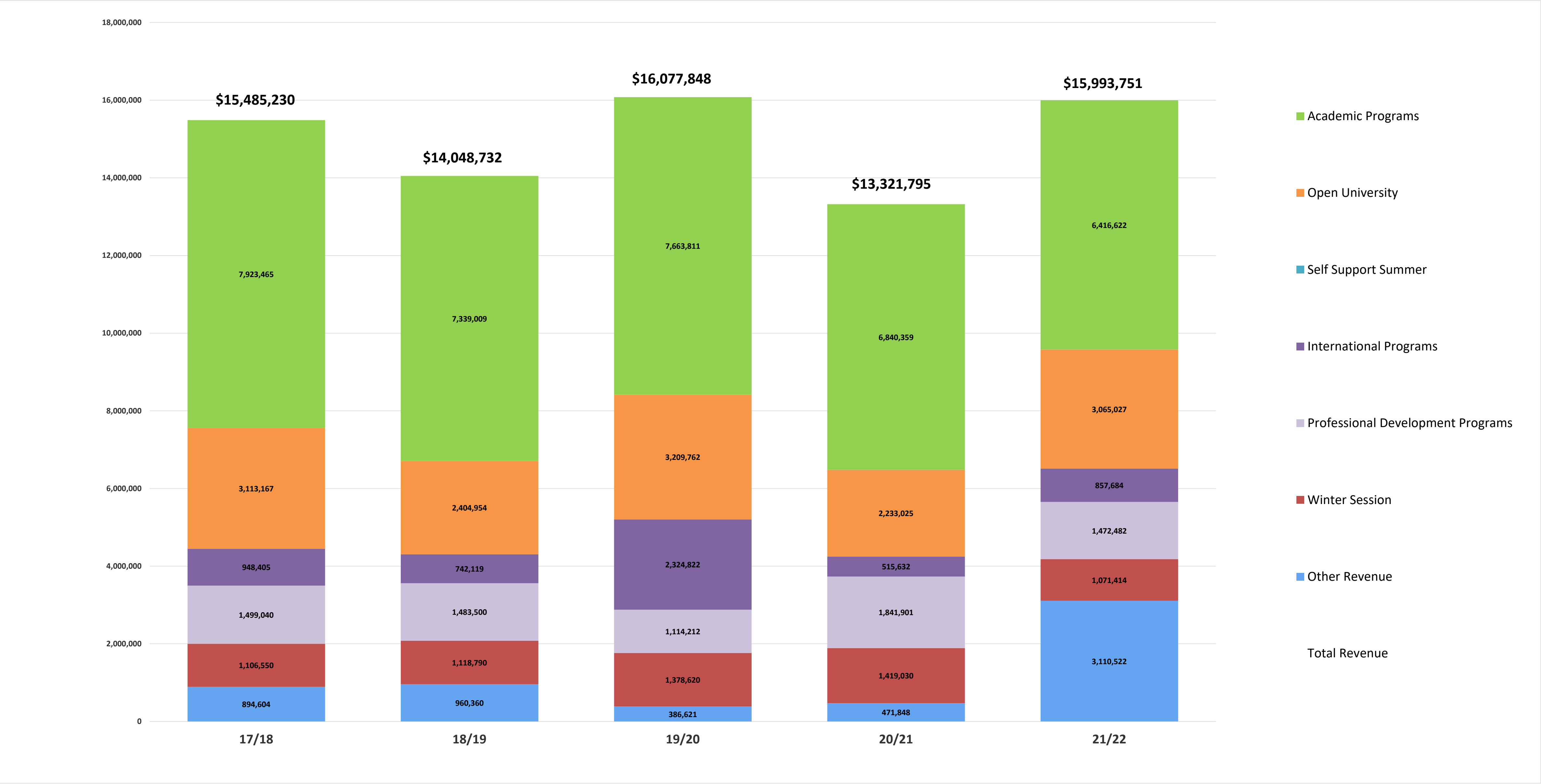


# CPaGE Revenue and Expenses – Five Years

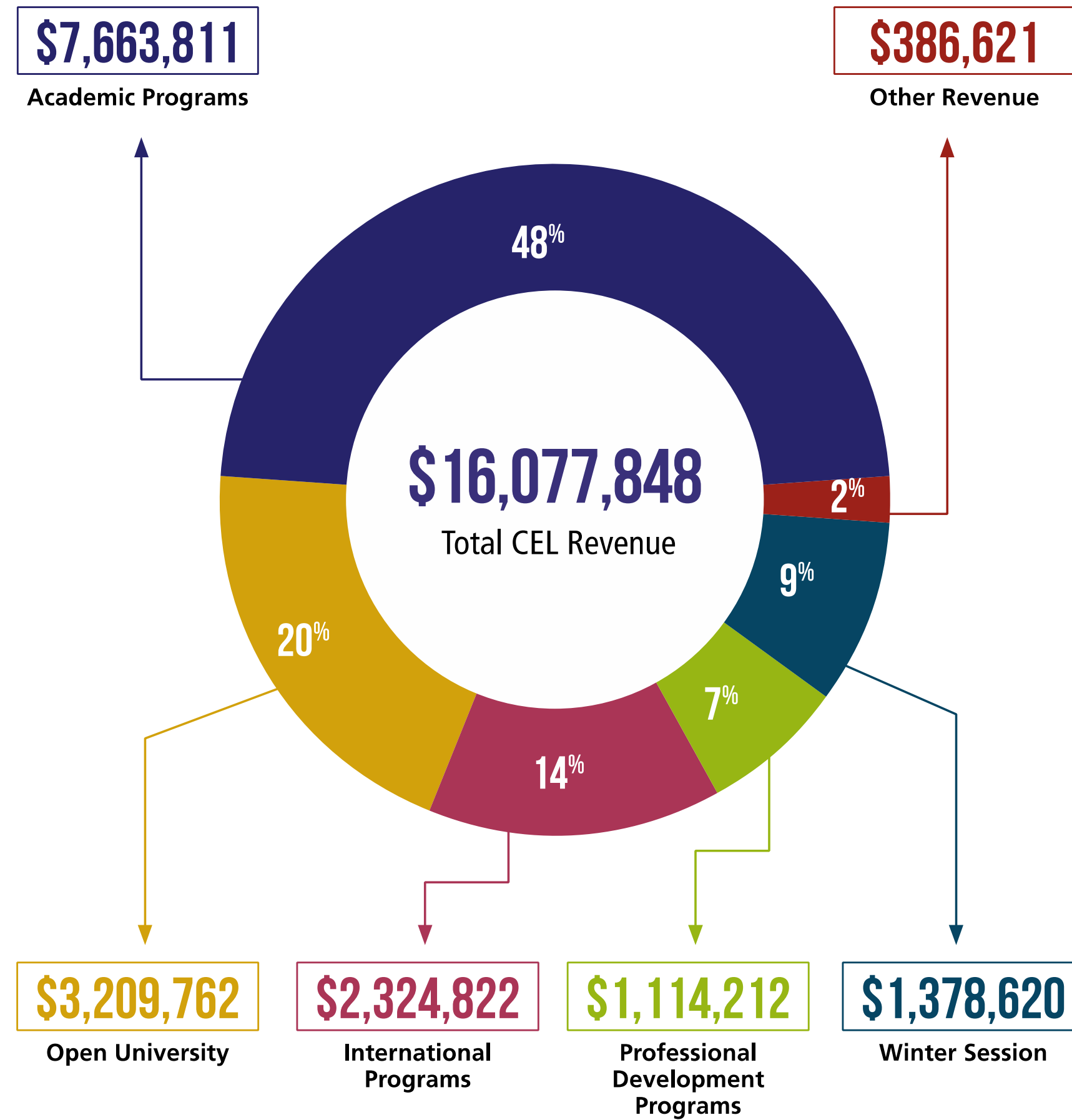




# CPaGE Revenue Break Down

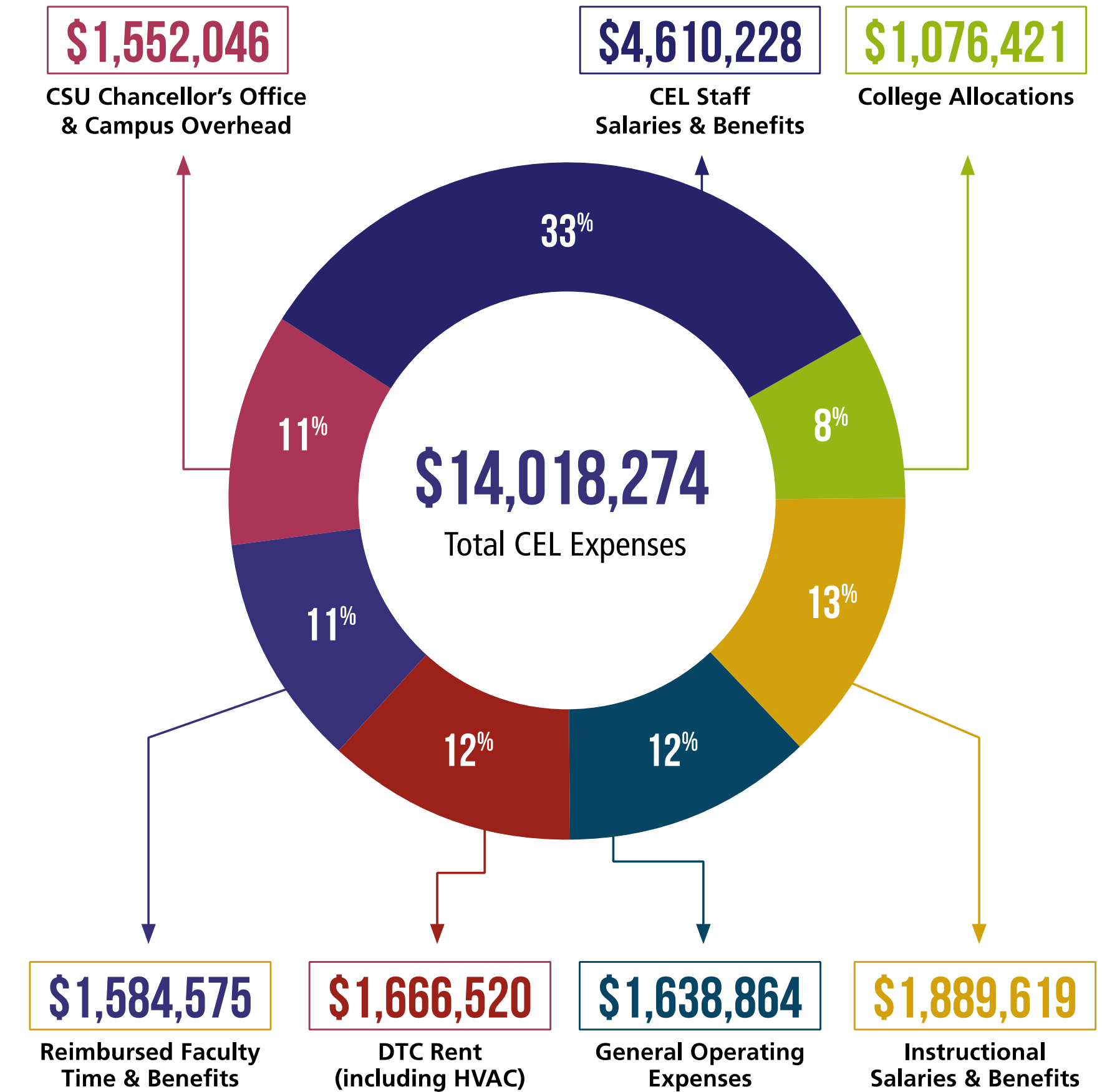


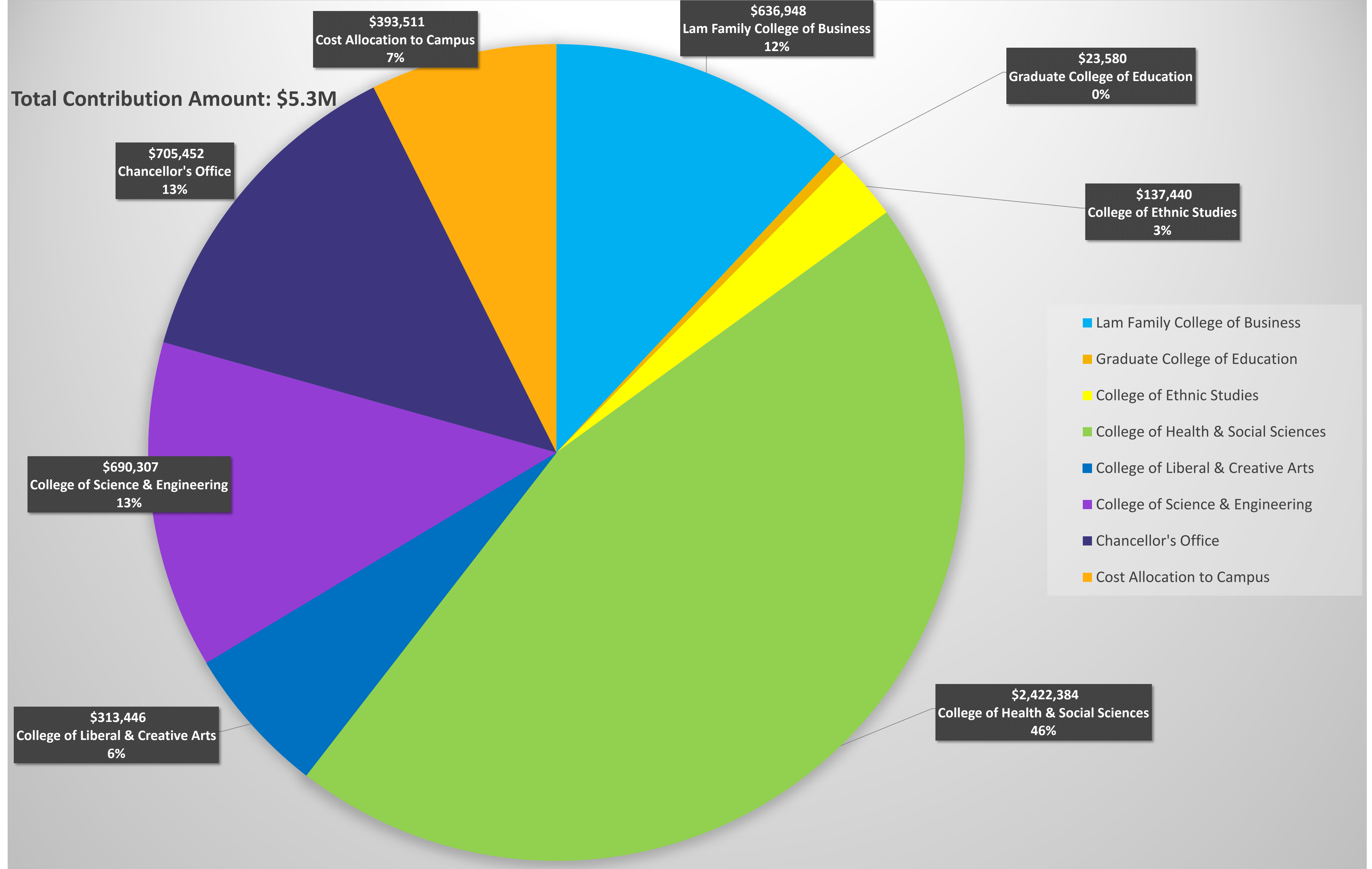
## REVENUE BREAKDOWN BY PROGRAMS 2019-20



## EXPENSES 2019-20

CEL reduced expenses, without reducing services to students, by creating efficiencies in operations.





# Financial Budget Review for Fall 2022

- CPaGE course revenue has increased by 18.2% to \$6.8M compared to \$5.7M last year after the first quarter. International student related revenue will be around \$3.5M vs. \$ 860K last year.
- CPaGE overall expense has increased by 135% to \$6M compared to \$2.5M in FY21/22 after the first quarter. There was a \$3M transfer from TC001 to TC006 to reduce the negative carryforward balance in FY22/23. There were salary and benefits increased from refilled vacant positions, a 7% salary increase and a \$3,500 one time bonus received in FY22/23.
- Based on our estimated budget projection for FY22/23, total revenue will be \$15.5M. We'll continue to have a small net revenue (\$350K) this year.





## Our Mission

To mobilize the resources and expertise of San Francisco State University and its partners to meet the educational and professional needs of diverse communities and industries.

## Our Vision

To be a leading education model in expanding access to innovative programs that prepare and inspire individuals to transform local and global communities and industries.



### GOAL

Develop communications assets that clearly articulate the CPaGE story and a plan to launch and sustain the story with key internal and external stakeholders



### GOAL

Build more positive, seamless working relationships with University faculty and support services /administration



### GOAL

Deepen and extend relationships with external partners in the Bay Area



### STRATEGIC PRIORITY Clarified CPaGE Narrative

Position CPaGE internally as a good partner and innovation hub; externally as a top-quality College



### STRATEGIC PRIORITY Optimized Student Success

Provide students with the knowledge, skills, and tools they need to thrive both inside and outside the classroom



### STRATEGIC PRIORITY Mutually Beneficial Partnerships

Partner with internal and external stakeholders for the benefit of all SFSU students



### STRATEGIC PRIORITY Enhanced Employee Experience

Foster a diverse and inclusive workplace that inspires excellence and innovation



### GOAL

Reduce academic and services support barriers to student success across the University – from initial inquiry to alumni



### GOAL

Capture, analyze, and gain insights from data that will enable data-driven decisions around programming



### GOAL

Assess and refresh the CPaGE culture to enable and inspire collaboration, appreciation, professional growth, innovation, and accountability

## 2023-2025 STRATEGIC PLAN





# Q and A

[alexhwu@sfsu.edu](mailto:alexhwu@sfsu.edu)





# Member Forum

# Public Forum



# Carryforward, Reserves, and Designated Balances Policy

Jeff Wilson, Vice President of Administration & Finance and CFO

# Member Forum

# SF State Alternative Revenue UBC Working Group

Jeff Wilson, Vice President of Administration & Finance and CFO

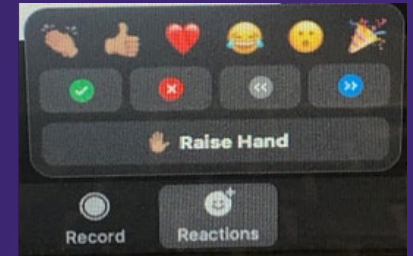
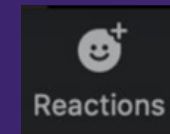
# Member Forum

# Public Forum

*Open to all guests and UBC members*

Please:

- ✓ “Raise your Hand” (*found on your Reactions menu, lower right corner*)  
*Unmute yourself when called upon to speak. For transparency, please begin with your name, title/department. Mute when finished to reduce noise.*
- ✓ Limit to one question, so everyone has a chance to speak.  
*You can “Raise your Hand” again with a follow up question, if time allows.*
- ✓ Thank you for sharing this space respectfully with our community members



*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.*

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Check our UBC webpage for information, past meeting materials, meeting updates and how to contact the UBC

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