



SAN FRANCISCO  
STATE UNIVERSITY

# University Budget Committee

Thursday, January 28, 2021

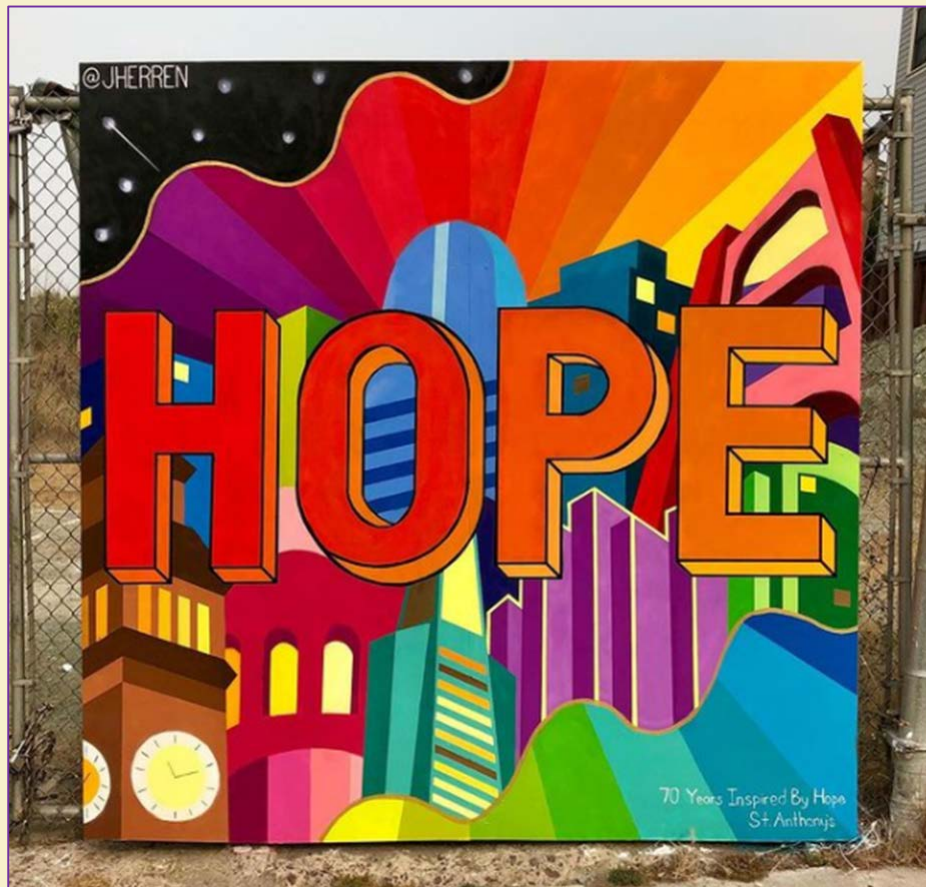


Photo courtesy of alumnus Jordan Herren, @jherren

# Today's Agenda:

## OPENING

1. Welcome
2. Approval of minutes from December 17, 2020
3. Opening remarks from President Mahoney

Co-Chairs Wilson & Summit

VP Wilson

President Mahoney

## BUDGET TRANSPARENCY

4. 2020-2021 current year review

Jeff Wilson and Elena Stoian

## PRESENTATION

5. 2021-2022 Governor's budget proposal

Jeff Wilson and Elena Stoian

## UPDATES AND INFORMATIONAL ITEMS

6. Federal funding update
7. Enrollment update for Spring/Fall 2021

Jeff Wilson

Tom Enders

## ACTION ITEM FOR THE COMMITTEE

(none for this meeting)

**OPEN FORUM** (15 minutes; three-minute limit per speaker)

**ADJOURNMENT** (next meeting February 25)

# Opening Remarks

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**President Lynn Mahoney**

# **Budget Transparency topic:**

## **2020-2021 Budget review**

**Jeff Wilson**

Interim Vice President & CFO  
Administration & Finance

**Elena Stoian**

Executive Director  
Budget Administration & Operations  
Administration & Finance

## Agenda

1. Revenue review by cabinet division
2. Expenditure review by cabinet division
3. Campus budget review
4. Budget Revision 1
5. 2020-2021 Fall Current Year Projection (CYP) Review

# 2020-2021 Budget Review

## Revenues – Original

In thousands

Division	FY 2019-2020 Budget	FY 2020-2021 Budget	\$ Change 19-20/20-21	% Change 19-20/20-21
Academic Affairs	2,595	3,481	886	34%
Administration & Finance	1,874	1,817	(57)	(3%)
Enrollment Management	0	0	0	
Office of the President	12	13	0	3%
Student Affairs	320	303	(17)	(5%)
University Advancement	158	307	149	94%
University Enterprises	0	0	0	
University Wide	396,364	362,082	(34,281)	(9%)
<b>Total</b>	<b>\$401,323</b>	<b>\$368,003</b>	<b>(\$33,320)</b>	<b>(8%)</b>

# 2020-2021 Budget Review

## Expenditures

In thousands

Division	FY 2019-2020 Budget	FY 2020-2021 Budget	\$ Change 19-20/20-21	% Change 19-20/20-21
Academic Affairs	163,031	154,208	(8,824)	(5%)
Administration & Finance	36,895	33,720	(3,175)	(9%)
Enrollment Management	6,870	7,020	151	2%
Office of the President	3,344	2,522	(822)	(25%)
Student Affairs	13,215	11,684	(1,531)	(12%)
University Advancement	6,244	5,536	(708)	(11%)
University Enterprises	2,700	2,115	(585)	(22%)
University Wide	175,218	163,314	(11,903)	(7%)
<b>Total</b>	<b>\$407,518</b>	<b>\$380,120</b>	<b>(\$27,398)</b>	<b>(7%)</b>

# 2020-2021 Budget Review

## Campus Budget

In thousands

	FY 2019-2020 Budget	FY 2020-2021 Budget	\$ Change 19-20/20-21	% Change 19-20/20-21
Revenues	401,323	368,003	(33,320)	(8%)
Expenditures	407,518	380,120	(27,398)	(7%)
<b>Surplus/Deficit</b>	<b>(\$6,195)</b>	<b>(\$12,117)</b>	<b>(\$5,922)</b>	
Use of reserves	6,195	7,700		
Balances Budget	0	(4,417)		



## Campus Budget – Revision 1 – To account for prior year commitments

In thousands

	FY 2020-2021 Budget	FY 2020-2021 Revision 1	FY 2020-2021 Revised Budget
Revenues	368,003	600	368,603
Expenditures	380,120	4,415	384,535
Income/(Loss)	(\$12,117)	(\$3,815)	(\$15,932)

## 2020-2021 Fall Current Year Projection (CYP) Review

- Conducted as of October 31, 2020
- Required campus budget officers to project current year revenues and expenses based on actual performance as of October 31
- Allowed campus budget officers to adjust projected performance based on known conditions and variances for the rest of the year
- Occurred before impact of layoffs and MPP non-retentions were reflected in the budget
- Occurred before adjusting tuition revenue for spring enrollments
- Included budget revisions for prior year commitments recorded as of June 30, 2020
- Winter CYP Review call as of January 31, 2021

## Fall CYP - Campus Total

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud CYP
Revenues	368,603	370,279	1,676	0%
Expenditures	384,535	376,531	(8,003)	(2%)
Income/(Loss)	(\$15,932)	(\$6,252)	\$9,680	(61%)

## Fall CYP – Academic Affairs

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud CYP
Revenues	3,481	2,948	(533)	(15%)
Expenditures	155,970	154,974	(996)	(1%)
Income/(Loss)	(\$152,489)	(\$152,025)	\$463	0%

## Fall CYP – Administration & Finance

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud CYP
Revenues	1,817	1,030	(787)	(43%)
Expenditures	36,046	34,834	(1,212)	(3%)
Income/(Loss)	(\$34,229)	(\$33,805)	\$424	(1%)

## Fall CYP – Enrollment Management

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud CYP
Revenues	0	0	0	
Expenditures	7,689	6,875	(814)	(11%)
Income/(Loss)	(\$7,689)	(\$6,875)	\$814	(11%)

## Fall CYP – Office of the President

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud CYP
Revenues	19	38	19	100%
Expenditures	2,577	2,533	(44)	(2%)
Income/(Loss)	(\$2,558)	(\$2,495)	\$63	(2%)

## Fall CYP – Student Affairs

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud CYP
Revenues	303	272	(31)	(10%)
Expenditures	12,139	10,923	(1,216)	(10%)
Income/(Loss)	(\$11,837)	(\$10,652)	\$1,185	(10%)



## Fall CYP – University Advancement

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud CYP
Revenues	307	308	1	0%
Expenditures	5,769	5,600	(169)	(3%)
Income/(Loss)	(\$5,462)	(\$5,292)	\$170	(3%)

## Fall CYP – University Enterprises

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud /CYP
Revenues			0	
Expenditures	2,200	2,183	(17)	(0.8%)
Income/(Loss)	(\$2,200)	(\$2,183)	\$17	(0.8%)

# 2020-2021 Budget Review

## Fall CYP – University Wide

In thousands

	Revised Budget	Current Year Projection	\$ Change Rev Bud/ CYP	% Change Rev Bud CYP
Expenditures	162,144	158,609	(3,535)	(2%)
Income/(Loss)	\$162,144	\$158,609	(\$3,535)	(2%)

# **Presentation:**

## **2021-2022 Governor's budget proposal**

**Jeff Wilson**

Interim Vice President & CFO  
Administration & Finance

**Elena Stoian**

Executive Director  
Budget Administration & Operations  
Administration & Finance



# Governor's January Budget Proposal

January 28, 2021



# Budget Planning

## Agenda

1. Overview of Governor's proposal
2. Strengths and opportunities
3. Challenges and vulnerabilities
4. Looking ahead

# Budget Planning

## Agenda

- 1. Overview of Governor's proposal**
2. Strengths and opportunities
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# Budget Planning

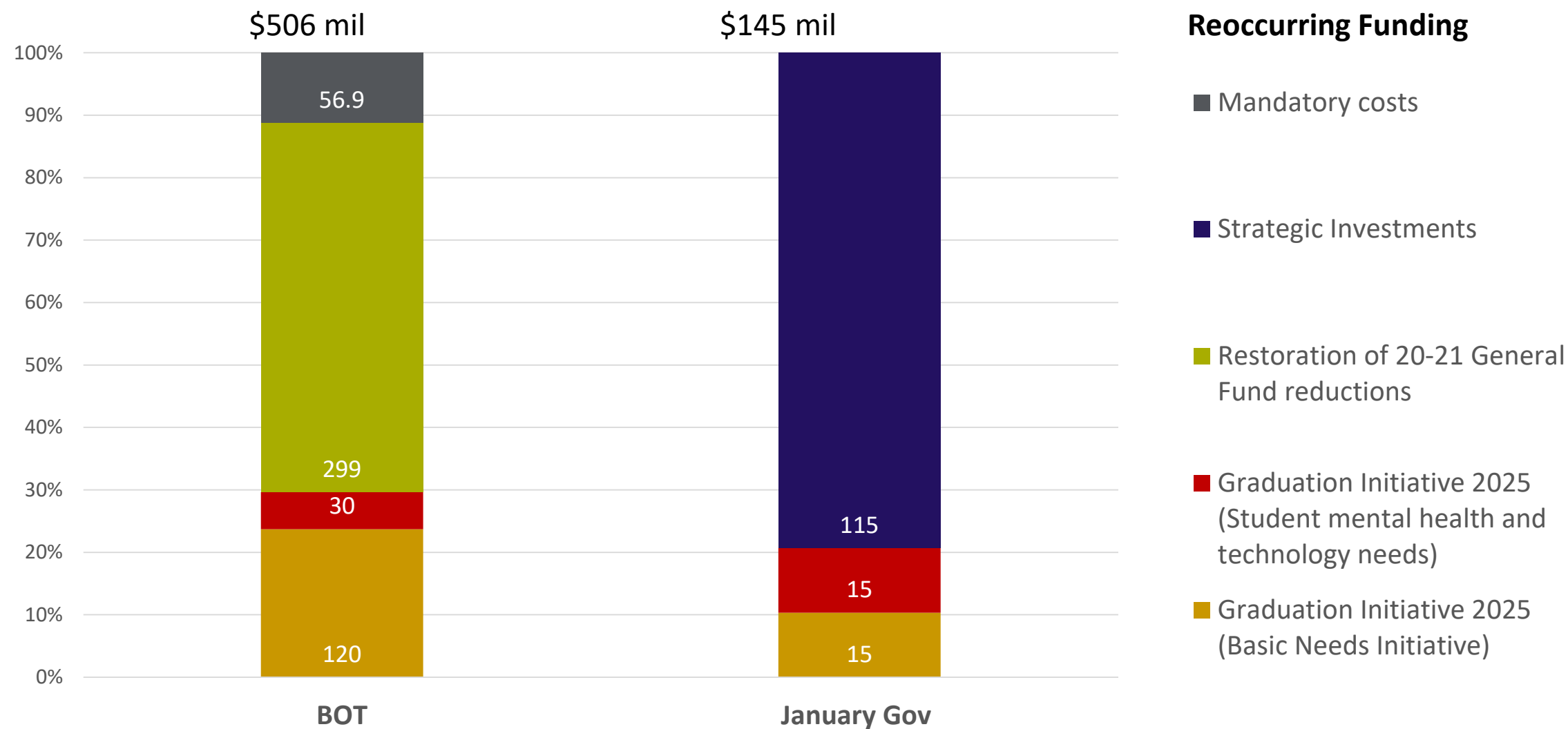
## Governor’s January Proposal *(recurring base funding - does not include one-time funding)*

Category	CSU’s Request	Governor’s Proposal	Difference
General Fund, Operations	\$3,845,550,000	\$3,990,050,000	\$144,500,000
General Fund, Academic Facilities and Infrastructure	390,560,000	390,560,000	0
Tuition & Other fee revenue <sup>1</sup>	3,239,004,000	3,239,004,000	0
<b>Total</b>	<b>\$7,475,114,000</b>	<b>\$7,619,614,000</b>	<b>\$144,500,000</b>

<sup>1</sup>Tuition & Other fee revenue is not part of the Governor’s proposal but presented here for comparability. Tuition and fee revenue will be determined over time as enrollments, including retention, are forecasted.



# Budget Planning



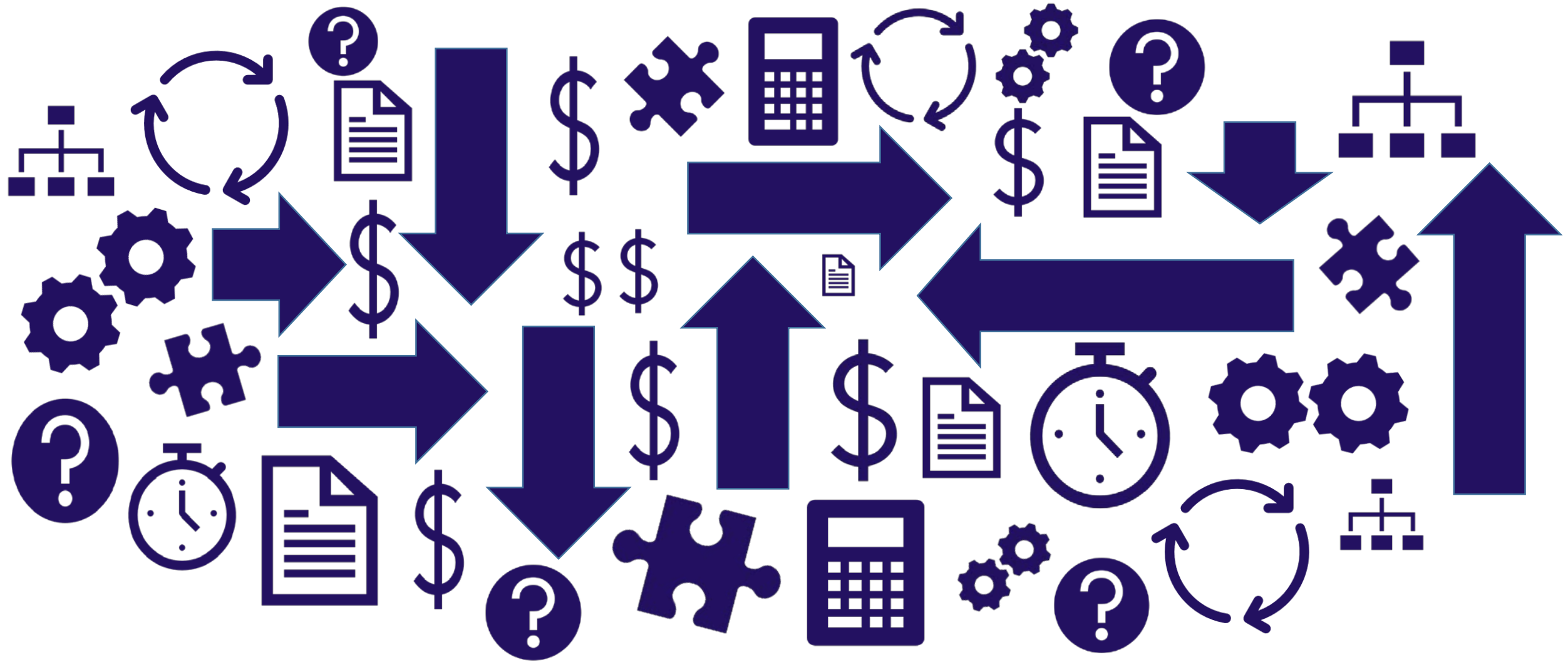
# Budget Planning

## Governor's proposal

Use of incremental increase in funds		
General Fund Restoration (i.e. 3% increase in ongoing, base budget funding)		\$111,500,000
Basic Needs (Digital Equity and Mental Health)	?	15,000,000
Basic Needs (Graduation Initiative)	?	15,000,000
Learning Management Platform	X	2,000,000
CSU Stanislaus, Stockton campus	X	1,000,000
<b>Subtotal</b>		<b>144,500,000</b>
Corporation for Education Network Initiatives in California (CENIC)	X	246,000
<b>Total</b>		<b>\$144,746,000</b>

? = unknown campus impact but earmarked budget impact; X = probably minimal to no campus budget impact

# Time out



# Time out

- The following slides present information that has been *interpreted* for campus impact.
- This interpretation relies on historical trends, risk assessments, campus-based analyses, and estimates.
- This information should **not** be shared without the context of this slide.
- Readers should **not** rely on this information for planning purposes.

# Budget Planning

## Governor's proposal

Use of incremental increase in funds	CSU Portion	SF State Portion <sup>1</sup>
General Fund Restoration	\$111,500,000	\$5,750,000
Basic Needs (Digital Equity and Mental Health)	15,000,000	750,000
Basic Needs (Graduation Initiative)	15,000,000	750,000
Learning Management Platform	2,000,000	0
CSU Stanislaus, Stockton campus	1,000,000	0
<b>Subtotal</b>	<b>\$144,500,000</b>	<b>\$7,250,000</b>

<sup>1</sup>Based on historical 5% allocation to SF State from CSU (not empirical or reliable for planning purposes)

# Budget Planning

## Use of increase in funds (estimates - not reliable for planning purposes)

SF State allocation	Calculated SF State Allocation <sup>1</sup>		\$7,250,000
Basic Needs Initiative		1,500,000	
Basic Needs (Digital Equity and Mental Health)	750,000		
Basic Needs (Graduation Initiative)	750,000		
Mandatory Costs		4,542,950	
AB 1460-Ethnic Studies Requirement	825,000		
Benefits (estimate)	2,000,000		
Operations & Maintenance of New Facilities (Marcus Hall)	1,450,000		
Minimum Wage	267,950		
Total		6,042,950	7,250,000
		Difference	\$1,207,050

<sup>1</sup>Based on historical allocations to SF State from CSU (not empirical or reliable for planning purposes)

# Budget Planning

## Governor's January Proposal

- The previous slide indicates the campus will have an additional **\$1.2 million** in base budget resources from the state allocation that is not designated for mandatory costs.
- This is a campus-based calculation based on historical trends and is not reliable for planning purposes.
- As the Chancellor's Office releases more information, our estimated additional funding will change and be more reliable for planning.
- All of this is subject to change based on negotiations between the state legislature and the Governor's Office and system-wide advocacy efforts. **[This cannot be overstated.]**

# Budget Planning

## Governor's January Proposal - expectations of the CSU:

- No tuition increase
- Closing equity gaps by 2025
- Better alignment between student learning outcomes and workforce needs



# Budget Planning

## Governor's January Proposal – one-time funding

Priority	Governor's Proposal
Deferred Maintenance	\$175,000,000
Emergency Student Financial Assistance	30,000,000
Faculty Professional Development	10,000,000
Computing Talent Initiative	10,000,000
Total	\$225,000,000

# Budget Planning

## Governor's January Proposal – one-time funding

Priority	Governor's Proposal	SF State Portion <sup>1</sup>
Deferred Maintenance	\$175,000,000	\$6,000,000
Emergency Student Financial Assistance	30,000,000	1,800,000
Faculty Professional Development	10,000,000	600,000
Computing Talent Initiative	10,000,000	0
<b>Total</b>	<b>\$225,000,000</b>	<b>\$8,400,000</b>

<sup>1</sup>Based on historical allocations to SF State from CSU (not empirical or reliable for planning purposes)

# Budget Planning

## Agenda

1. Overview of Governor's proposal
- 2. Strengths and opportunities**
3. Challenges and vulnerabilities
4. Looking ahead

# Budget Planning

## **Governor's January Proposal – strengths and opportunities**

- In 2020, the state, the CSU, and SF State were planning for another budget reduction on top of the budget reduction for 2020-2021. This proposal is not a reduction.
- If this proposal holds, we should be able to avoid layoffs and furloughs during 2021-2022.
- Although painful, the cost containment measures we've completed and continue to implement have been successful.
- Systemwide advocacy efforts and continued improvement in the state's economic condition may result in additional funding for the CSU/SF State.
- Federal funding may be able to support one-time needs.

# Budget Planning

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# Budget Planning

## **Governor's January Proposal – challenges and vulnerabilities**

- State support is only half of our resources. Tuition and fee revenue, based on enrollments continues to be a challenge and is difficult to forecast.
- The state is forecasting deficits in future years. This is a threat to the CSU's funding levels from the state.
- Pension and healthcare benefits continue to increase. While employees may not be receiving annual salary increases, compensation costs are increasing.
- Federal funding is only one-time funding.
- We will fund the current year's deficit with reserves. We must strive to align current year costs with current year resources – and plan for future funding downturns.

# Budget Planning

## Agenda

1. Overview of Governor's proposal
2. Strengths and opportunities
3. Challenges and vulnerabilities
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# Budget Planning

## Governor's January Proposal – Looking ahead

- Expect delays in information. For example, the CSU's Systemwide Budget Office has advised that reports typically released in March will not be released until late-April
- Federal funding – *will the new administration alter the rules and regulations around funding?*
- Advocacy efforts
- State politics
- Governor will issue May revise in mid-May



**Update / Informational Item:**

**Federal funding update**

**Jeff Wilson**

Interim Vice President & CFO  
Administration & Finance

## HEERF 2 - CRRSAA

- The Higher Education Emergency Relief Fund II (HEERF II) is authorized by the Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSAA), Public Law 116-260, signed into law on Dec. 27, 2020.
- In total, the CRRSAA authorizes **\$81.9 billion** in support for education, in addition to the **\$30.8 billion** former Secretary DeVos provided last spring through the Coronavirus Aid, Recovery, and Economic Security (**CARES**) Act, Public Law 116-136.

## HEERF 2 - CRRSAA

- HEERF 2 includes over \$800 million for the CSU
- SF State's portion is approximately \$46 million:
  - **\$14.4 million** required for direct student aid
  - **\$31.6 million** for institutional support
- Institutional portion, similar to CARES funding, has rules and regulations about how the funds can be used
- SF State hasn't received any funding yet – once received Financial Aid will move quickly to get the student portion of the funding to students.
- This is **one-time** funding (not recurring funding) and expires in 1 year from receipt.
- As the planning and budget process develops and more regulatory information becomes available, the campus can build a plan for using these funds.

**Update / Informational Item:**

**Enrollment update for Spring/Fall 2021**

**Tom Enders**

Special Assistant to the President

# Enrollment Update

**Tom Enders, Special Assistant to the President**

# Spring 2021 Enrollment – Opening Day

**New Students: Good news!**

Headcount Enrollment	University Total				CA Residents			Non-Residents		
	S20	S21	Diff		S20	S21	Diff	S20	S21	Diff
<b>New Students</b>										
1st Time Freshmen	47	47	-	0.0%	22	34	12	25	13	(12)
New UG Transfers	940	1,249	309	32.9%	846	1,138	292	94	111	17
New Pbac	72	78	6	8.3%	71	77	6	1	1	-
1st Time Graduates	225	351	126	56.0%	179	305	126	46	46	-
Total	1,284	1,725	441	34.3%	1,118	1,554	436	166	171	5

# Spring 2021 Enrollment – Opening Day

**Continuing Student Enrollment: Mixed results mostly driven by lower Fall Enrollment**

Continuing Students	University Total				CA Residents			Non-Residents		
	S20	S21	Diff		S20	S21	Diff	S20	S21	Diff
Undergraduates	21,907	20,052	(1,855)	-8.5%	20,695	19,187	(1,508)	1,212	865	(347)
2BA/Pbac	179	233	54	30.2%	177	232	55	2	1	(1)
Graduates	2,233	2,408	175	7.8%	1,961	2,162	201	272	246	(26)
Total	24,319	22,693	(1,626)	-6.7%	22,833	21,581	(1,252)	1,486	1,112	(374)

# Spring 2021 Enrollment – Opening Day

**Fall to Spring Retention: Relief on the new student side**

**Continuing lower division students especially challenging**

Fall Status		Fall 2019 to Spring 2020 (1/27/2020)			Fall 2020 to Spring 2021 (1/25/2021)			Retention Difference
		Fall 2019 Cohort	Spring 2020	% Retention	Fall 2020 Cohort	Spring 2021	% Retention	
New Fall Students	1.1st Freshmen	3,694	3,321	89.9%	2,779	2,498	89.9%	0.0%
	2.UG Transfers	3,563	3,221	90.4%	3,016	2,749	91.1%	0.7%
	3.New PBac	128	79	61.7%	122	111	91.0%	29.3%
	4.1st Graduates	926	832	89.8%	1,033	958	92.7%	2.9%
Continuing Students	a.Freshmen	2,253	1,427	63.3%	2,035	1,210	59.5%	-3.9%
	b.Sophomores	3,523	3,208	91.1%	3,244	2,892	89.1%	-1.9%
	c.Juniors	4,588	4,028	87.8%	4,658	4,145	89.0%	1.2%
	d.Seniors	8,218	6,080	74.0%	8,194	5,909	72.1%	-1.9%
	e.2nd/Post Bac	165	88	53.3%	206	130	63.1%	9.8%
	g.Graduates	1,822	1,333	73.2%	1,788	1,401	78.4%	5.2%
Total		28,880	23,617	81.8%	27,075	22,003	81.3%	-0.5%



# The Academic Year Enrollment

Fall 2020 Final and Spring 2021 Opening Day data: We made up a little ground. Continuing students in Fall 2021 will obviously continue to decline.

	Fall 2019	Fall 2020	Difference	
<b>New Students</b>				
First-time Freshmen	3,694	2,781	(913)	-25%
Transfers	3,563	3,018	(545)	-15%
Post-Bac	128	127	(1)	-1%
Graduates	926	1,027	101	11%
<b>Total New Students</b>	<b>8,311</b>	<b>6,953</b>	<b>(1,358)</b>	<b>-16%</b>

<b>Continuing Student Enrollment</b>				
Undergrads	18,582	18,113	(469)	-3%
Post-Bac	165	210	45	27%
Graduates	1,822	1,784	(38)	-2%
<b>Total Cont. Students</b>	<b>20,569</b>	<b>20,107</b>	<b>(462)</b>	<b>-2%</b>

<b>Total Enrollment</b>				
Undergrads	25,839	23,912	(1,927)	-7%
Post-Bac	293	337	44	15%
Graduates	2,748	2,811	63	2%
<b>Total</b>	<b>28,880</b>	<b>27,060</b>	<b>(1,820)</b>	<b>-6%</b>

Headcount Enrollment	University Total			
	S20	S21	Diff	
New Students				
1st Time Freshmen	47	47	-	0.0%
New UG Transfers	940	1,249	309	32.9%
New Pbac	72	78	6	8.3%
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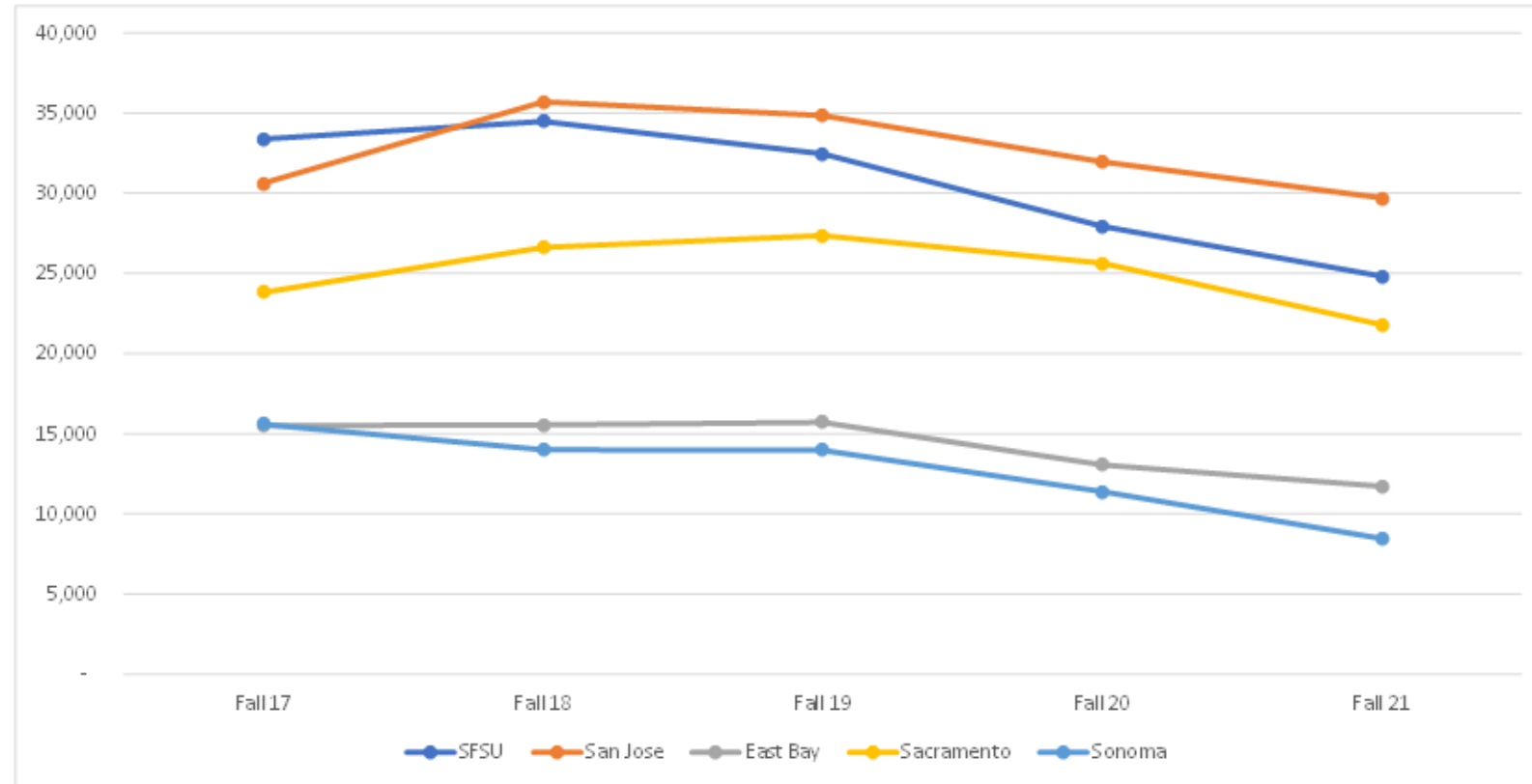
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Graduates	2,233	2,408	175	7.8%
<b>Total</b>	<b>24,319</b>	<b>22,693</b>	<b>(1,626)</b>	<b>-6.7%</b>

<b>Total</b>				
Undergraduates	22,894	21,348	(1,546)	-6.8%
2BA/Pbac	251	311	60	23.9%
Graduates	2,458	2,759	301	12.2%
<b>Total</b>	<b>25,603</b>	<b>24,418</b>	<b>(1,185)</b>	<b>-4.6%</b>

# Fall 2021 Applications

## Freshman Applications at CSU Deadline

- Bay area schools down more than CSU
- Our application trend closely matches East Bay



	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	1 year F21 v F20	2 year F21 v F19	3 year F21 v F18	4 year F21 v F17
SFSU	33,382	34,475	32,463	27,931	24,818	-11%	-24%	-28%	-26%
San Jose	30,639	35,711	34,844	31,959	29,711	-7%	-15%	-17%	-3%
East Bay	15,511	15,559	15,714	13,052	11,732	-10%	-25%	-25%	-24%
Sacramento	23,818	26,630	27,362	25,634	21,803	-15%	-20%	-18%	-8%
Sonoma	15,586	14,007	13,970	11,386	8,462	-26%	-39%	-40%	-46%
CSU	627,743	627,743	618,786	566,754	538,279	-5%	-13%	-14%	-14%

# Fall 2021 Applications

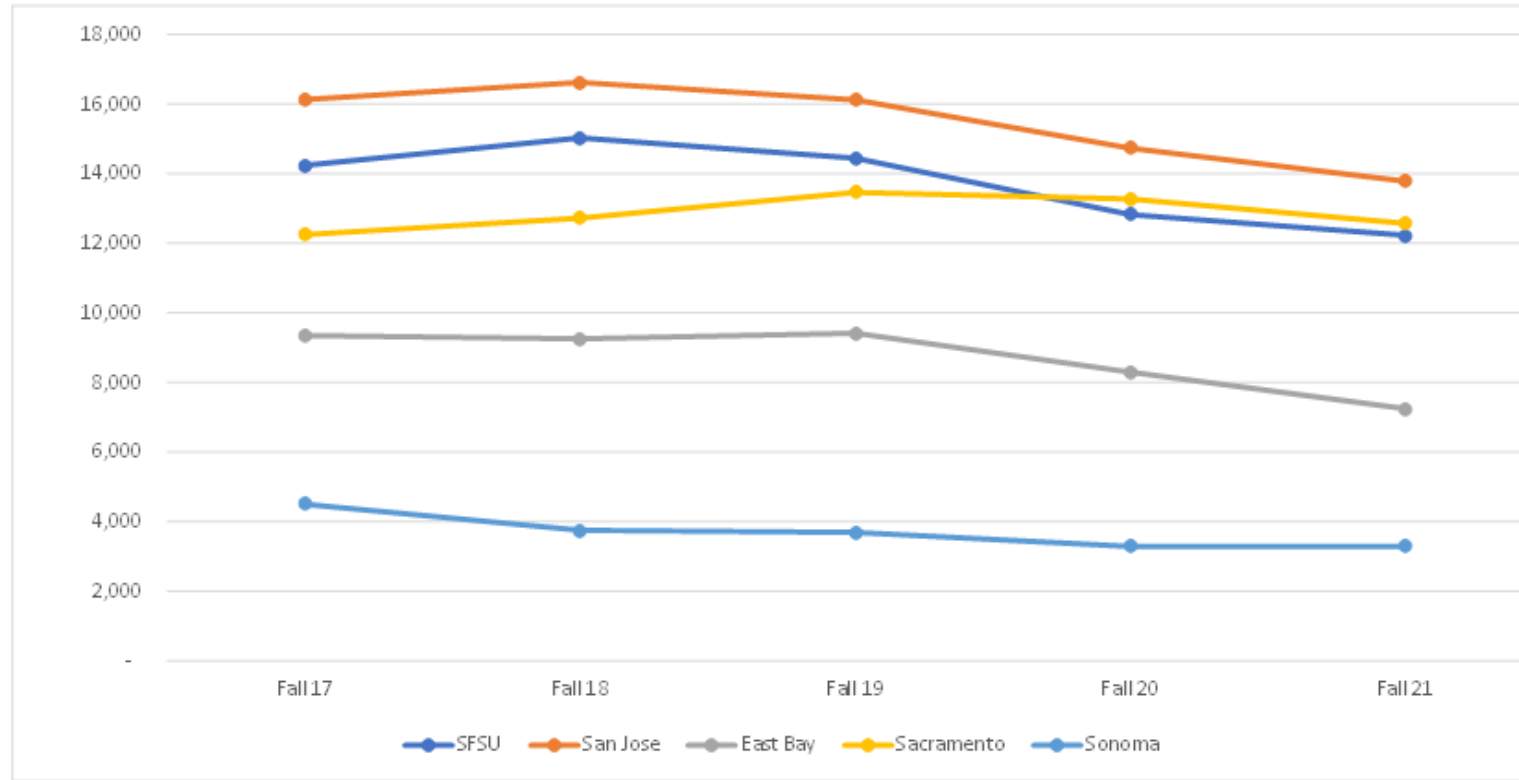
**Freshman Applications by Area: Some relief that Bay area applicants show about half the decline of the overall**

		Fall 2021	Fall 2020	F21 vs. F20		Fall 2019	F21 vs. F19	
		(as of 1/07/2021)	(as of 1/08/2020)	#	%	(as of 1/07/2019)	#	%
First-time Freshmen	a.Bay Area (6 counties)	10,732	11,354	(622)	-5.5%	12,110	(1,378)	-11.4%
	b.San Diego	1,513	1,750	(237)	-13.5%	2,062	(549)	-26.6%
	c.Southern California	7,165	8,953	(1,788)	-20.0%	10,922	(3,757)	-34.4%
	d.Northern California	2,423	2,579	(156)	-6.0%	2,916	(493)	-16.9%
	e.Central California	2,053	2,528	(475)	-18.8%	2,732	(679)	-24.9%
	f.U.S. outside of CA	1,056	1,062	(6)	-0.6%	1,088	(32)	-2.9%
	h.Unknown	63	68	(5)	-7.4%	712	(649)	-91.2%
	Total for First-time Freshmen	25,005	28,294	(3,289)	-11.6%	32,542	(7,537)	-23.2%

# Fall 2021 Applications

## Transfer Applications at CSU Deadline

- Our transfer decline matches the CSU as a whole
- Our transfer applicant trend closely matches San Jose



	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	1 year F21 v F20	2 year F21 v F19	3 year F21 v F18	4 year F21 v F17
SFSU	14,231	15,020	14,440	12,819	12,222	-5%	-15%	-19%	-14%
San Jose	16,122	16,619	16,114	14,727	13,776	-6%	-15%	-17%	-15%
East Bay	9,340	9,252	9,411	8,294	7,239	-13%	-23%	-22%	-22%
Sacramento	12,246	12,718	13,457	13,268	12,567	-5%	-7%	-1%	3%
Sonoma	4,499	3,747	3,694	3,284	3,292	0%	-11%	-12%	-27%
CSU	256,070	271,865	281,300	268,983	256,543	-5%	-9%	-6%	0%

# Fall 2021 Applications

**Transfer Applications by Area: Unfortunately Bay area transfer apps are down more than the overall. Possibly due to the strong spring results.**

		Fall 2021	Fall 2020	F21 vs. F20		Fall 2019	F21 vs. F19	
		(as of 1/07/2021)	(as of 1/08/2020)	#	%	(as of 1/07/2019)	#	%
New UG Transfers	a.Bay Area (6 counties)	5,898	6,366	(468)	-7.4%	6,901	(1,003)	-14.5%
	b.San Diego	636	712	(76)	-10.7%	845	(209)	-24.7%
	c.Southern California	3,212	3,106	106	3.4%	3,483	(271)	-7.8%
	d.Northern California	1,298	1,283	15	1.2%	1,415	(117)	-8.3%
	e.Central California	907	916	(9)	-1.0%	1,030	(123)	-11.9%
	f.U.S. outside of CA	348	433	(85)	-19.6%	343	5	1.5%
	h.Unknown	11	26	(15)	-57.7%	311	(300)	-96.5%
	Total for New UG Transfers	12,310	12,842	(532)	-4.1%	14,328	(2,018)	-14.1%

# Fall 2021 Applications

**Grad/Post Bac Applications by Area: Master's trends continue to be strong though much of the increase is in programs with capacity challenges so may not result in substantial enrollment increases.**

		Fall 2021	Fall 2020	F21 vs. F20		Fall 2019	F21 vs. F19	
		(as of 1/07/2021)	(as of 1/08/2020)	#	%	(as of 1/07/2019)	#	%
2nd/Post Bac	a.Bay Area (6 counties)	154	181	(27)	-14.9%	182	(28)	-15.4%
	b.San Diego	12	11	1	9.1%	9	3	33.3%
	c.Southern California	43	66	(23)	-34.8%	44	(1)	-2.3%
	d.Northern California	49	45	4	8.9%	42	7	16.7%
	e.Central California	15	24	(9)	-37.5%	17	(2)	-11.8%
	f.U.S. outside of CA	4	7	(3)	-42.9%	1	3	300.0%
	Total for 2nd/Post Bac	277	334	(57)	-17.1%	295	(18)	-6.1%

		Fall 2021	Fall 2020	F21 vs. F20		Fall 2019	F21 vs. F19	
		(as of 1/07/2021)	(as of 1/08/2020)	#	%	(as of 1/07/2019)	#	%
New Graduates	a.Bay Area (6 counties)	667	476	191	40.1%	398	269	67.6%
	b.San Diego	51	29	22	75.9%	33	18	54.5%
	c.Southern California	234	127	107	84.3%	136	98	72.1%
	d.Northern California	158	89	69	77.5%	96	62	64.6%
	e.Central California	71	43	28	65.1%	40	31	77.5%
	f.U.S. outside of CA	367	452	(85)	-18.8%	334	33	9.9%
	h.Unknown	6	9	(3)	-33.3%	16	(10)	-62.5%
	Total for New Grads	1,554	1,225	329	26.9%	1,053	501	47.6%

# Enrollment Forecasting

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- **Three scenarios are being developed: best case, mid case and worse case**
- **Key Factors:**
  - **New student application and enrollment trends**
  - **Effects of admission and recruitment improvements**
  - **Retention trends**
  - **Uncertainty of COVID-19 Environment and Fall In-Person Enrollment**

# **PUBLIC FORUM**

15 minutes, three minutes per speaker





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