



**SAN FRANCISCO  
STATE UNIVERSITY**

Meeting of the

# **University Budget Committee**

Thursday, March 18, 2021

# Welcome from UBC co-chairs

**Jeff Wilson**

Interim Vice President & CFO  
Administration & Finance

**Jennifer Summit**

Provost and Vice President  
Academic Affairs

## **Budget Transparency Resources**

SF State's Budget Administration and Operations Office

<https://budget.sfsu.edu/>

SF State University Budget Committee

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

CSU's Transparency and Accountability portal

<https://www2.calstate.edu/csu-system/transparency-accountability/Pages/default.aspx>

## Reminder about tomorrow:

Friday, March 19<sup>th</sup> from 10:00 AM – 11:00AM

is the first

## UBC member-hosted “Office Hours”

via Zoom, offered by UBC members for their colleagues:

Staff – hosted by Mary Menees and Dylan Mooney

Faculty – hosted by Genie Stowers and Jerry Shapiro

Students – hosted by Andrew Carrillo

MPPs – hosted by Dean Amy Sueyoshi

*Drop in, ask questions, share your feedback*

RSVP for the Zoom link to [ubc@sfsu.edu](mailto:ubc@sfsu.edu)

remaining Spring dates: **Friday, April 16<sup>th</sup>** and **Friday, May 21<sup>st</sup>**

*Can't attend? Feel free to submit feedback 24/7 on the UBC page: <https://adminfin.sfsu.edu/ubc>*



# UBC dialogue and feedback resources:

- UBC email: [ubc@sfsu.edu](mailto:ubc@sfsu.edu)
- UBC webpage new “Feedback” button:

## University Budget Committee

**Purpose of the Committee:**

The University Budget Committee (“UBC”) is charged with serving as a deliberative body that provides the San Francisco State University President with ongoing advice and recommendations related to budget policy, planning, and assessment. The UBC aims to ensure that the University’s priorities are reflected in its budget through coordinated consultation, discussion, education, and outreach to the University community. The UBC is comprised of SF State faculty, staff, students and administrators. Members of the UBC, with a shared commitment to transparency in fiscal decision-making, serve to inform the University and community about budget matters, and bring concerns of the students, faculty and staff to the administration.

The UBC generally meets monthly, and holds additional meetings as needed. Meeting dates are posted below and published in CampusMemo. All meetings are open to the public.

**Future UBC Meetings**

All UBC meetings are held via Zoom until further notice:

- Feb 25, 2021, Thursday, 9:00 am - 12:00 pm via Zoom
- March 18, 2021, 1:00 pm – 3:00 pm via Zoom
- Apr 29, 2021, Thursday, 10:00 am - 12:00 pm via Zoom
- May 20, 2021, Thursday, 10:00 am - 12:00 pm via Zoom
- Jun 17, 2021, Thursday, 10:00 am - 12:00 pm via Zoom

UBC meetings are open to the campus community. Dates and times are subject to change. If you wish to attend a meeting as a guest, or have other questions about the UBC, please email [ubc@sfsu.edu](mailto:ubc@sfsu.edu).

**University Budget Committee Charge**

- [UBC Charge \(as of 9.16.20\)](#)

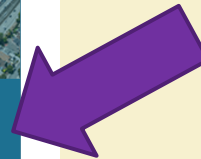
**Commitment to Budget Transparency**



**We want to hear from you**  
Submit feedback and questions about the university budget

[Feedback and Questions](#)

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



# Today's Agenda:

## Welcome

1. Approval of minutes from Feb. 25, 2021 meeting
2. Opening remarks

## BUDGET TRANSPARENCY

3. Carryforwards & Reserves

## PRESENTATIONS

4. Enrollment Update; Challenges & Planning
5. University Enterprises; proposed 2021-2022 Budget

## UPDATES AND INFORMATIONAL ITEM

6. Federal Funding update

## ACTION ITEM FOR THE COMMITTEE

(none for this meeting)

**OPEN FORUM** (20 minutes; three-minute limit per speaker)

**ADJOURNMENT** (next meeting Thursday, April 29<sup>th</sup>, 2021)

Co-Chairs Jeff Wilson & Jennifer Summit

IVP Jeff Wilson

President Lynn Mahoney

Elena Stoian, Exec. Director, Budget A&O

AP Sutee Sujitparapitaya, SAVP Katherine Lynch,  
Dean Lori Beth Way

VP Jason Porth & AVP Tammie Ridgell

IVP Jeff Wilson

## Approval of February 25<sup>th</sup> UBC Meeting Minutes

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(Members, please request an edit or  
state your motion to approve)

# Opening Remarks

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**President Lynn Mahoney**

## Budget Transparency topic:

### **Carryforwards & Reserves**

**Elena Stoian**

Executive Director

Budget Administration & Operations

Administration & Finance

# AGENDA

- Terminology
- Reporting Hierarchies
- Designated Categories
- 3 Yrs. of Data by Cabinets

Note: In all slides- data is presented in thousands

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- **Terminology**
- Reporting Hierarchies
- Designated Categories
- 3 Yrs. of Data by Cabinets

Note: In all slides- data is presented in thousands

# Terminology

**CARRY-FORWARD BALANCE:** At the end of a prior fiscal year, the unexpended balance is posted as a budget in the new fiscal year, representing the prior year's cumulative results.

- Carryforwards may accumulate over a number of years based on the annual difference between budgeted expenditures and actual expenditures. The CSU's financial system requires expenditures to be budgeted and recorded by the department so carryforwards, unlike reserves, are attributable to divisions, colleges, and specific departments.
- Related to campus operating fund ( general fund)



# Terminology

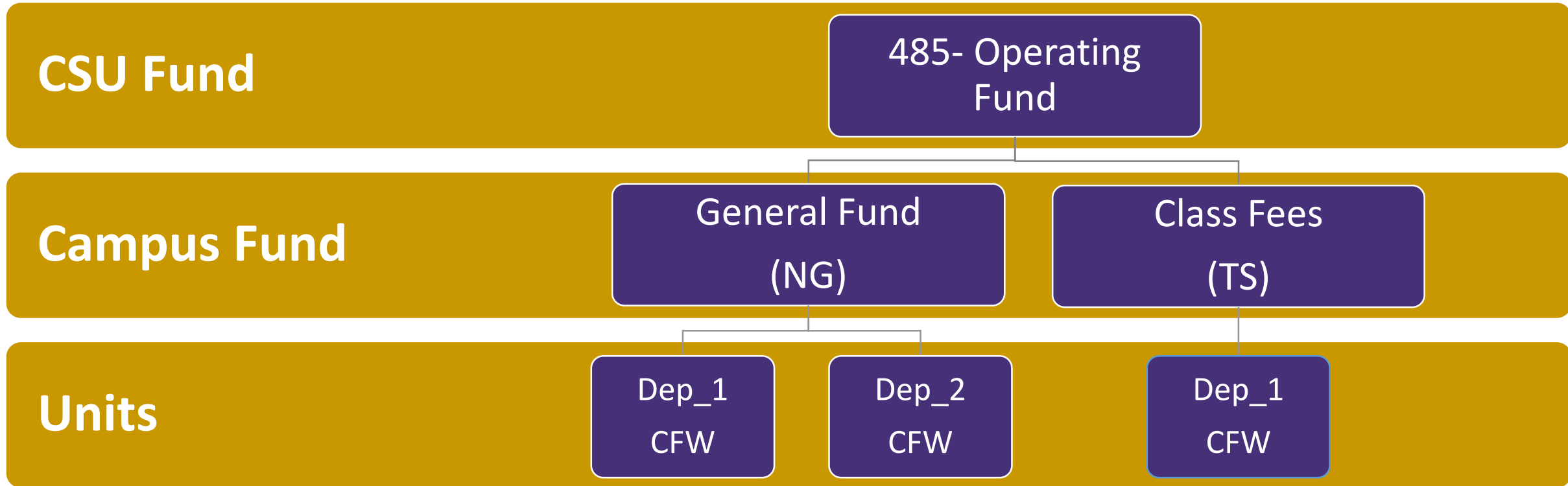
**DESIGNATED BALANCE & RESERVE:** Designated balances and reserves ensure the University's financial health and stability. In good economic and budgetary years, designated balances and reserves may be accumulated to prepare for uncertain or negative economic and budgetary years. During economic downturns, designated balances and reserves can provide a cushion to absorb the impact of reduced California state funding and reduced tuition and fee revenue due to declining enrollment.

- Designated balances and reserves may also be used to cover unanticipated costs.
- Designated balances and reserves are recorded and reported at the University-level per CSU reporting requirements.

# AGENDA

- Terminology
- **Reporting Hierarchies**
- Designated Categories
- 3 Yrs. of Data by Cabinets

# Reporting Hierarchy by Fund



**FUND** - Identifies the source of revenue for the account.

**Unit/Department** - Identifies the area of the university in which expenditures occur and the hierarchy of responsibility

# AGENDA

- Terminology
- Reporting Hierarchies
- **Designated Categories**
- 3 Yrs. of Data by Cabinets

# Reporting Hierarchy by Category

1. Short-term Obligations	Outstanding Commitments
	Encumbrances
	Program Development
	Future Debt Service
	Financial Aid
2. Capital	Capital Improvements & Construction
	Facilities Maintenance & Repairs
	Equipment Acquisition
3. Catastrophic Events	Designated for Catastrophic Events
4. Reserves	Reserve for Economic Uncertainty

# Reporting Hierarchy by Category

1.Designated	Short-term Obligations
	Capital
	Catastrophic Events
2.Reserve	Reserves

# AGENDA

- Terminology
- Reporting Hierarchies
- Designated Categories
- **3 Yrs. of Data by Cabinets**

# FY2020-21 CSU – 485 CFW by Cabinets

Cabinets	FY17-18	FY18-19	FY19-20	YOY
Academic Affairs	24,795	23,925	22,610	-5%
Administration & Finance	14,544	15,914	-1,100	-107%
Office of the President	495	414	934	125%
Student Affairs & Enroll Mgmnt.	8,554	7,448	6,199	-17%
University Advancement	782	789	1,618	105%
University Enterprise	698	938	1,157	23%
University Wide	28,255	27,149	15,329	-44%
<b>Total</b>	<b>\$78,123</b>	<b>\$76,577</b>	<b>\$46,747</b>	<b>-39%</b>

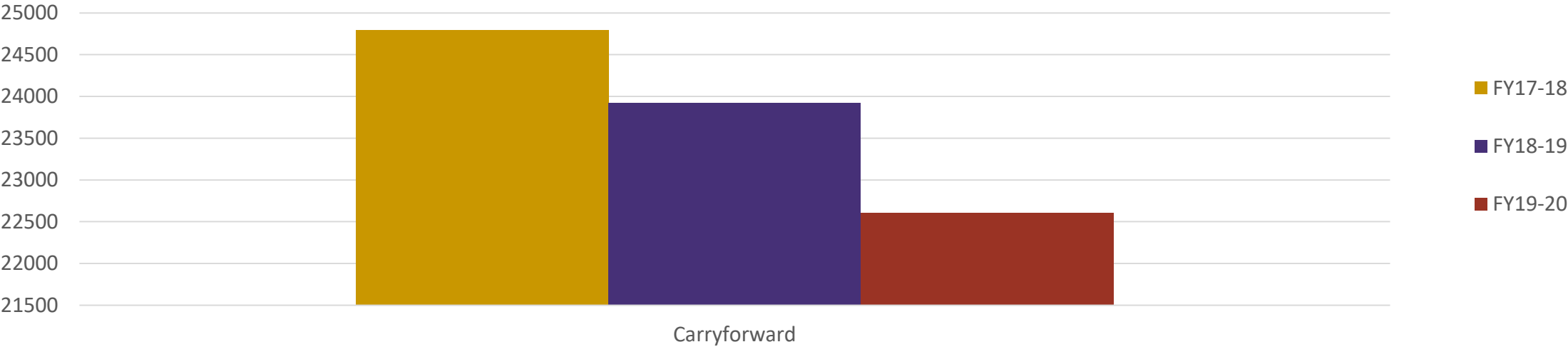


# Designated & Reserves – Academic Affairs

Category	FY17-18	FY18-19	FY19-20
Designated Equipment Acquisition	751	659	-
Designated Facilities Maintenance & Repair	135	115	-
Designated for Capital Improvement/Construction	60	-	-
Designated for Encumbrance	1,398	2,041	1,178
Designated for Outstanding Commitments	2,351	10,647	21,432
Designated for Program Development	6,514	2,622	-
Reserve for Economic Uncertainty	13,586	7,841	-
Total	\$24,795	\$23,925	\$22,610

# Designated & Reserves – Academic Affairs

Category	FY17-18	FY18-19	FY19-20
Short Term Obligations	10,263	15,310	22,610
Capital	946	774	-
Reserves	13,586	7,841	-
Total	\$24,795	\$23,925	\$22,610

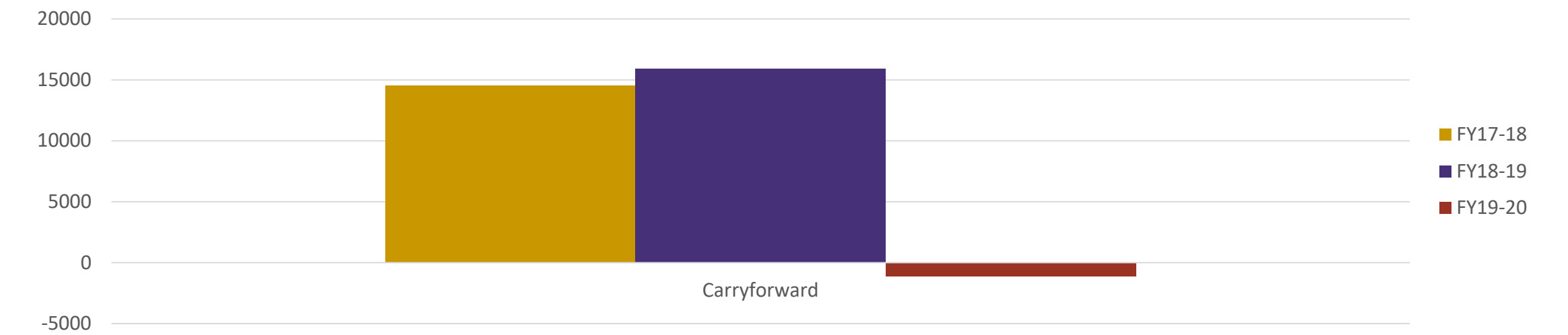


# Designated & Reserves – Administration & Finance

Admin & Finance	FY17-18	FY18-19	FY19-20
Designated Facilities Maintenance & Repair	658	-	-
Designated for Encumbrance	1,743	3,015	2,606
Designated for Outstanding Commitments	3,333	3,011	-3,707
Designated for Program Development	1,700	4,778	-
Reserve for Economic Uncertainty	7,110	5,114	-
Total	\$14,544	\$15,918	-\$1,100

# Designated & Reserves – Administration & Finance

Category	FY17-18	FY18-19	FY19-20
Short Term Obligations	6,776	10,804	-1,100
Capital	658	-	-
Reserves	7,110	5,114	-
Total	\$14,544	\$15,918	-\$1,100

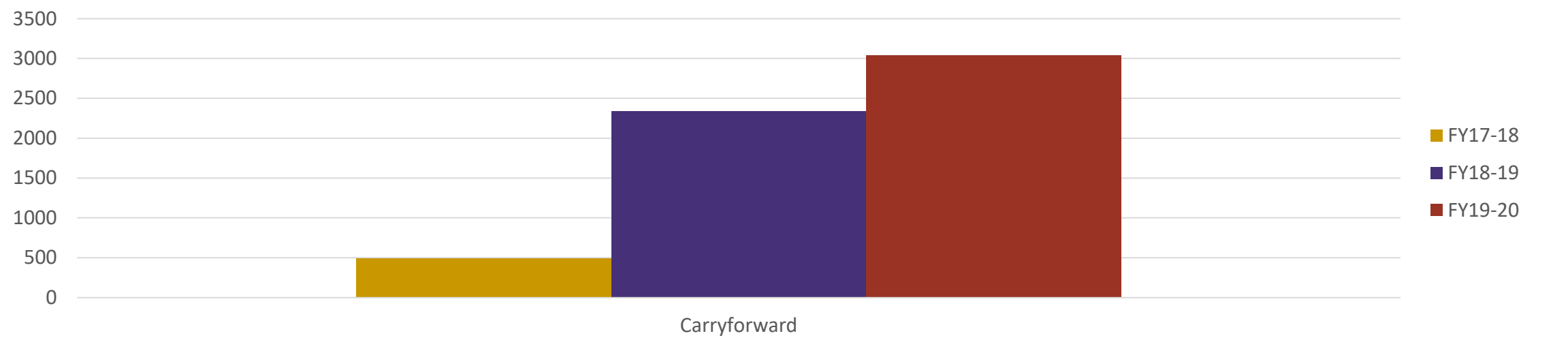


# Designated & Reserves – The Office of President

Category	FY17-18	FY18-19	FY19-20
Designated for Encumbrance	2	6	459
Designated for Outstanding Commitments	-	1,493	2,071
Designated for Program Development	-	837	511
Reserve for Economic Uncertainty	493	-	-
Total	\$495	\$2,336	\$3,041

# Designated & Reserves – The Office of President

Category	FY17-18	FY18-19	FY19-20
Short Term Obligations	2	2,336	3,041
Reserves	493	-	-
Total	\$495	\$2,336	\$3,041

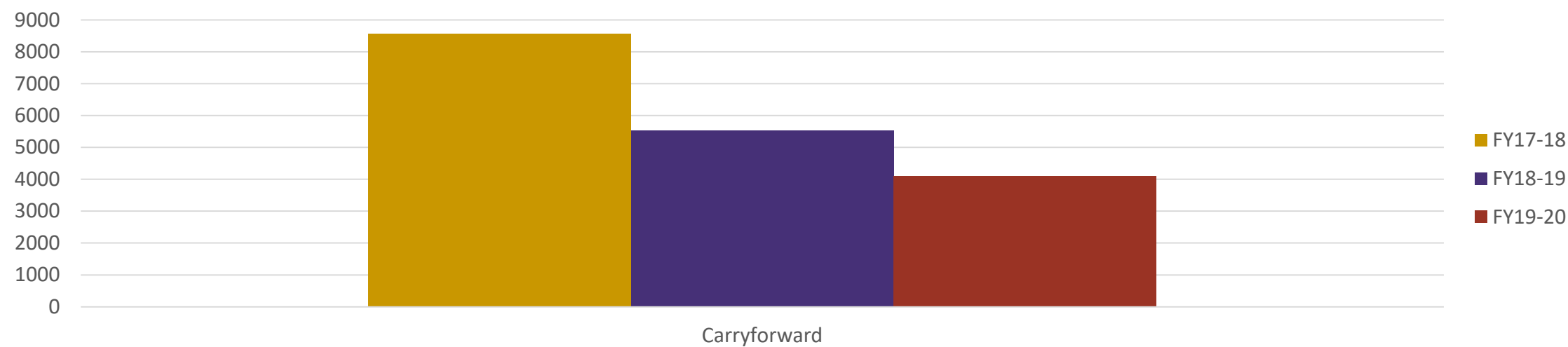


# Designated & Reserves – Student Affairs & Enrollment Management

Category	FY17-18	FY18-19	FY19-20
Designated for Encumbrance	832	835	761
Designated for Outstanding Commitments	1,369	1,204	2,978
Designated for Program Development	-	777	-
Reserve for Economic Uncertainty	6,353	2,711	352
Total	\$8,554	\$5,526	\$4,091

# Designated & Reserves – Student Affairs & Enrollment Management

Category	FY17-18	FY18-19	FY19-20
Short Term Obligations	2,201	2,815	3,739
Reserves	6,353	2,711	352
Total	\$8,554	\$5,526	\$4,091



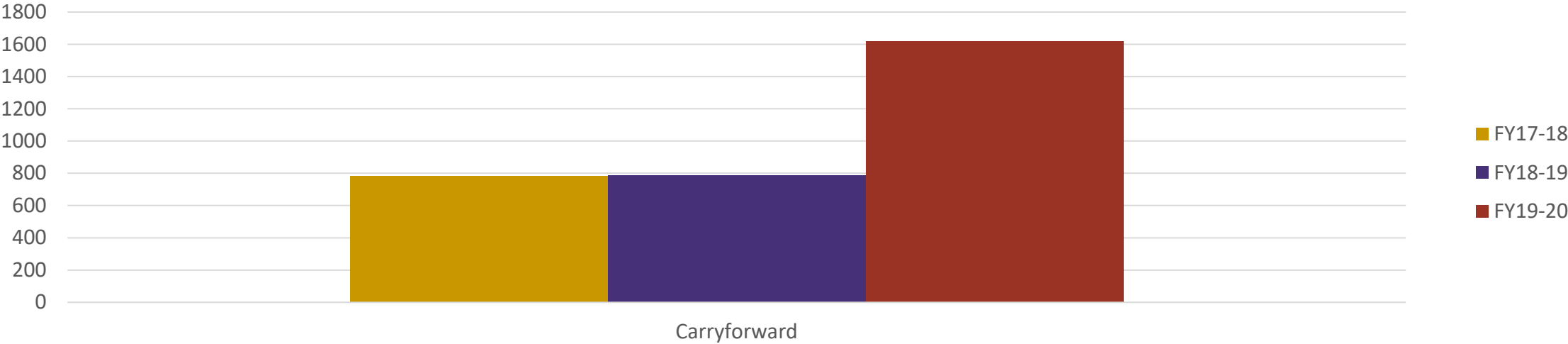


# Designated & Reserves – University Advancement

Category	FY17-18	FY18-19	FY19-20
Designated Equipment Acquisition	-	-	100
Designated for Encumbrance	113	144	215
Designated for Outstanding Commitments	-	631	1,303
Designated for Program Development	-	14	-
Reserve for Economic Uncertainty	669	-	-
Total	\$782	\$789	\$1,618

# Designated & Reserves – University Advancement

University Advancement	FY17-18	FY18-19	FY19-20
Short Term Obligations	113	789	1,518
Capital			100
Reserves	669		
Total	\$782	\$789	\$1,618

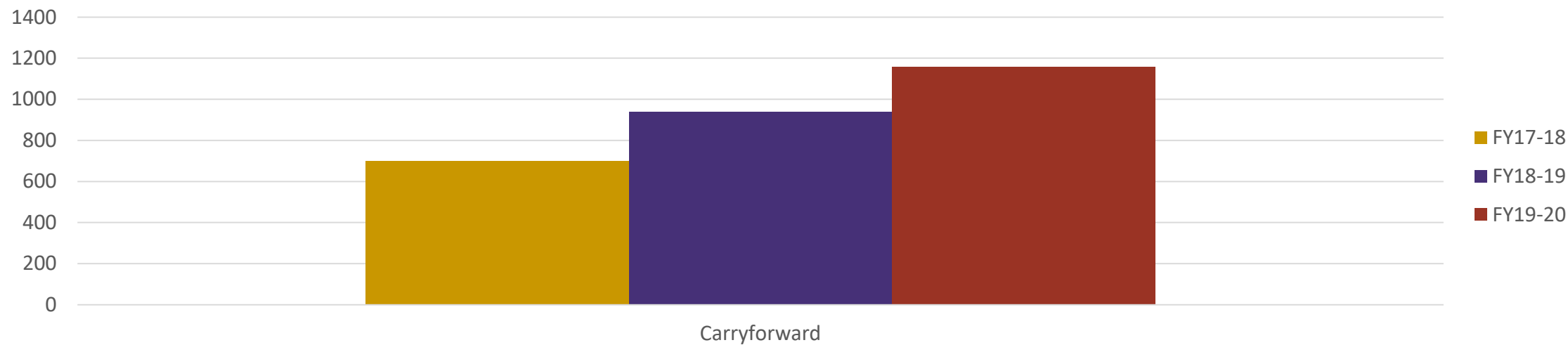


# Designated & Reserves – University Enterprises

Category	FY17-18	FY18-19	FY19-20
Designated for Encumbrance	315	41	88
Designated for Outstanding Commitments	-	898	80
Reserve for Economic Uncertainty	383	-	989
Total	\$698	\$939	\$1,157

# Designated & Reserves – University Enterprises

Category	FY17-18	FY18-19	FY19-20
Short Term Obligations	315	939	168
Reserves	383	-	989
Total	\$698	\$939	\$1,157

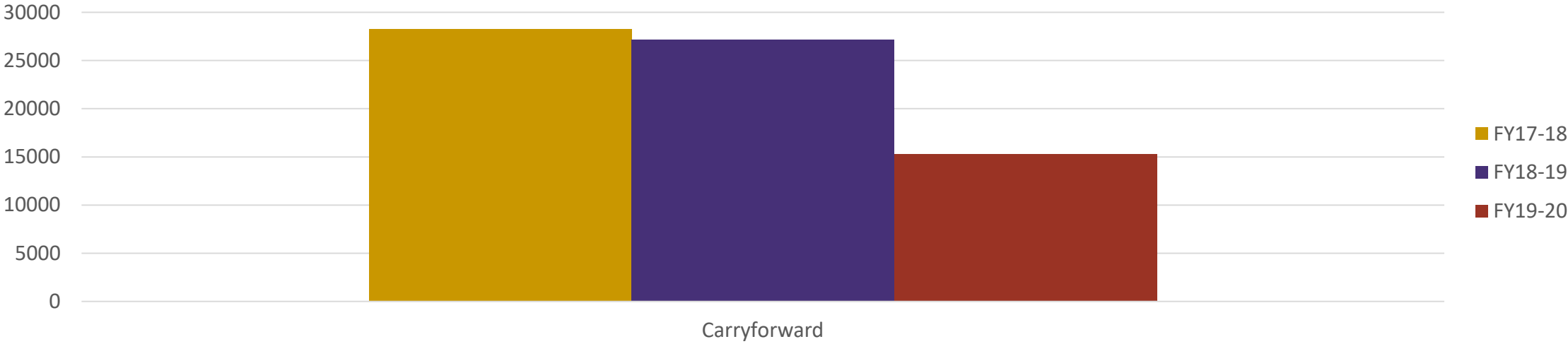


# Designated & Reserves – University Wide

Category	FY17-18	FY18-19	FY19-20
Designated Facilities Maintenance & Repair	-	2,000	-
Designated for Capital Improvement/Construction	-	-	440
Designated for Encumbrance	1,008	1,020	712
Designated for Financial Aid	-	-	398
Designated for Future Debt Service	1,500	-	-
Designated for Outstanding Commitments	3,428	1,126	711
Reserve for Economic Uncertainty	22,320	23,000	13,068
<b>Total</b>	<b>\$28,256</b>	<b>\$27,146</b>	<b>\$15,329</b>

# Designated & Reserves – University Wide

Category	FY17-18	FY18-19	FY19-20
Short Term Obligations	5,936	2,146	1,821
Capital	-	2,000	440
Reserves	22,320	23,000	13,068
Total	\$28,256	\$27,146	\$15,329



# All Funds Designated & Reserves – Academic Affairs

Category	FY17-18	FY18-19	FY19-20
441 - TF-Prof & Continuing Ed (PaCE) Operations	1,905	269	2,186
443 - TF-PaCE Maintenance & Repair	15	-	-
463 - TF-Instructionally Related Activities Trust	496	724	527
481 - TF-Lottery Education Fund	1,014	1,209	1,476
485 - TF-CSU Operating Fund	24,795	23,925	22,610
<b>Total</b>	<b>\$28,225</b>	<b>\$26,127</b>	<b>\$26,799</b>

# All Funds Designated & Reserves – Administration & Finance

Category	FY17-18	FY18-19	FY19-20
463 - TF-Instructionally Related Activities Trust	109	109	109
485 - TF-CSU Operating Fund	14,544	15,914	-1,100
531 - TF-Housing-Operations and Revenue	27,615	31,110	15,794
Total	\$42,268	\$47,133	\$14,803



# All Funds Designated & Reserves – The Office of President

Category	FY17-18	FY18-19	FY19-20
463 - TF-Instructionally Related Activities Trust	1,825	1,811	1,994
485 - TF-CSU Operating Fund	495	414	934
<b>Total</b>	<b>\$2,320</b>	<b>\$2,225</b>	<b>\$2,928</b>

# All Funds Designated & Reserves – Student Affairs & Enrollment Management

Category	FY17-18	FY18-19	FY19-20
452 - TF-Facility Revenue Fund-Health Facilities Fees	102	180	235
463 - TF-Instructionally Related Activities Trust	516	960	1,432
471 - TF-Parking Revenue Fund-Fines and Forfeitures	58	43	145
472 - TF-Parking Revenue Fund-Parking Fees	1,405	2,027	129
481 - TF-Lottery Education Fund	85	9	79
485 - TF-CSU Operating Fund	8,554	7,448	6,199
534 - TF-Campus Union-Operations and Revenue	16,034	19,340	11,177
<b>Total</b>	<b>\$26,754</b>	<b>\$30,007</b>	<b>\$19,396</b>

# All Funds Designated & Reserves – University Advancement, University Enterprises, University Wide

Cabinets	Category	FY17-18	FY18-19	FY19-20
University Advancement	485 - TF-CSU Operating Fund	782	789	1,618
	Total	\$782	\$789	\$1,618
University Enterprises	485 - TF-CSU Operating Fund	698	938	1,157
	Total	\$698	\$938	\$1,157
University Wide	485 - TF-CSU Operating Fund	28,517	27,149	15,329
	Total	\$28,517	\$27,149	\$15,329

# All Funds Designated & Reserves – SF State University

Category	FY17-18	FY18-19	FY19-20
441 - TF-Prof & Continuing Ed (PaCE) Operations	2,166	269	2,186
443 - TF-PaCE Maintenance & Repair	15	-	-
452 - TF-Facility Revenue Fund-Health Facilities Fees	102	180	235
463 - TF-Instructionally Related Activities Trust	2,946	3,604	4,061
471 - TF-Parking Revenue Fund-Fines and Forfeitures	58	43	145
472 - TF-Parking Revenue Fund-Parking Fees	1,405	2,027	129
481 - TF-Lottery Education Fund	1,099	1,218	1,554
485 - TF-CSU Operating Fund	78,124	76,577	46,746
531 - TF-Housing-Operations and Revenue	27,615	31,110	15,794
534 - TF-Campus Union-Operations and Revenue	16,034	19,340	11,177
<b>Total</b>	<b>\$129,564</b>	<b>\$134,368</b>	<b>\$82,027</b>

# All Funds Designated & Reserves – SF State University

Category	FY17-18	FY18-19	FY19-20
Short Term Obligations	55,607	60,307	56,992
Capital	10,524	21,912	6,803
Designated Balances	66,131	82,219	63,795
Reserves	63,434	52,150	18,232
Total	\$129,565	\$134,369	\$82,207

## Presentation:

# Enrollment Update; Challenges & Planning

**Sutee Sujitparapitaya**

Associate Provost, Institutional Analytics  
Academic Affairs

**Katherine Lynch**

Senior Associate Vice President  
Enrollment Management

**Lori Beth Way**

Dean  
Undergraduate Education & Academic Planning  
Academic Affairs



# Enrollment Update

*University Budget Committee Meeting  
March 18, 2021*

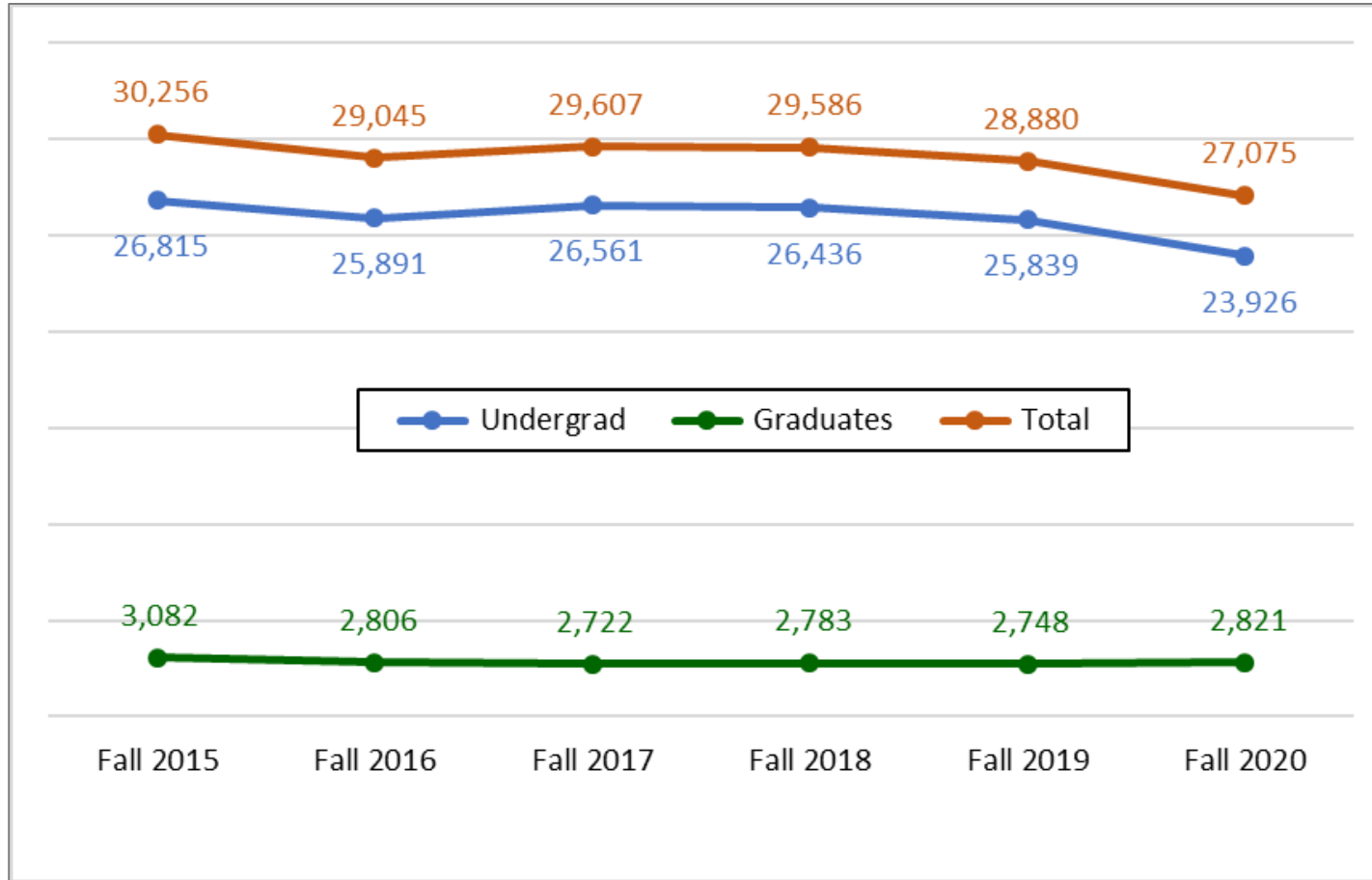
*By Sutee Sujitparapitaya  
Associate Provost, Institutional Analytics*

*Katie Lynch  
Senior AVP, Enrollment Management*

*Lori Beth Way  
Dean, Undergraduate Education and Academic Planning*

# Fall Total Headcount Trend – Pre and During COVID-19

2



	Undergrad		Graduates		Total	
	#	% Change	#	% Change	#	% Change
Fall 2015	26,815		3,082		30,256	
Fall 2016	25,891	-3.4%	2,806	-9.0%	29,045	-4.0%
Fall 2017	26,561	2.6%	2,722	-3.0%	29,607	1.9%
Fall 2018	26,436	-0.5%	2,783	2.2%	29,586	-0.1%
Fall 2019	25,839	-2.3%	2,748	-1.3%	28,880	-2.4%
Fall 2020	23,926	-7.4%	2,821	2.7%	27,075	-6.3%
F15 to F19	(976)	-3.6%	(334)	-10.8%	(1,376)	-4.5%

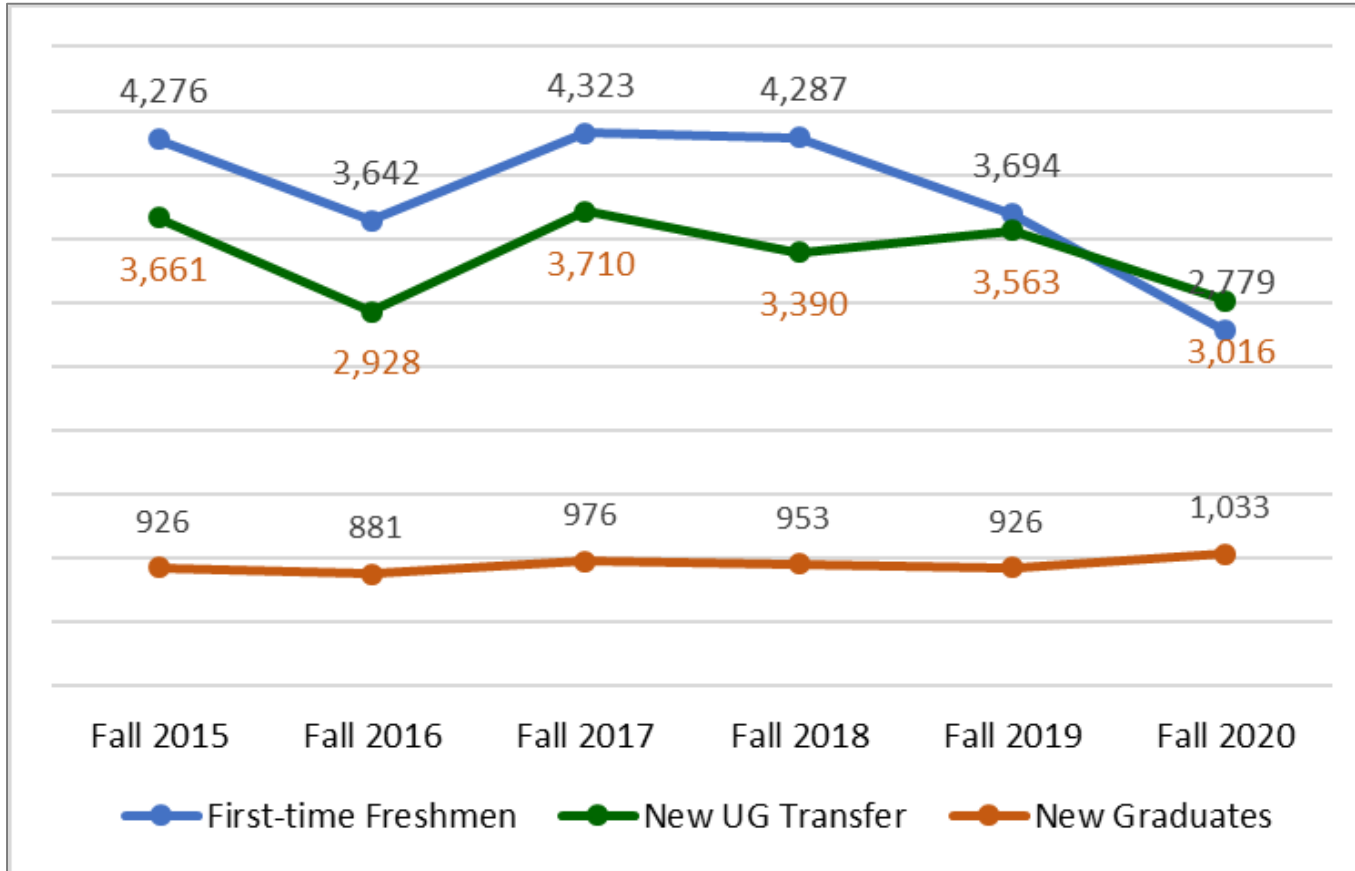
*Total included second and postbaccalaureate students*

- Pre COVID (Fall 2015 to Fall 2019): We already faced an enrollment decline of about 4.5%
- Further decline during COVID (Fall 2020) about 6.3%



# New Student Headcount Trend – Pre COVID-19

3



	First-time Freshmen		New UG Transfer		New Graduates	
	#	% Change	#	% Change	#	% Change
Fall 2015	4,276		3,661		926	
Fall 2016	3,642	-14.8%	2,928	-20.0%	881	-4.9%
Fall 2017	4,323	18.7%	3,710	26.7%	976	10.8%
Fall 2018	4,287	-0.8%	3,390	-8.6%	953	-2.4%
Fall 2019	3,694	-13.8%	3,563	5.1%	926	-2.8%
Fall 2020	2,779	-24.8%	3,016	-15.4%	1,033	11.6%
F15 to F19	(582)	-13.6%	(98)	-2.7%	-	0.0%

Pre COVID-19 (Fall 2015 to Fall 2019):

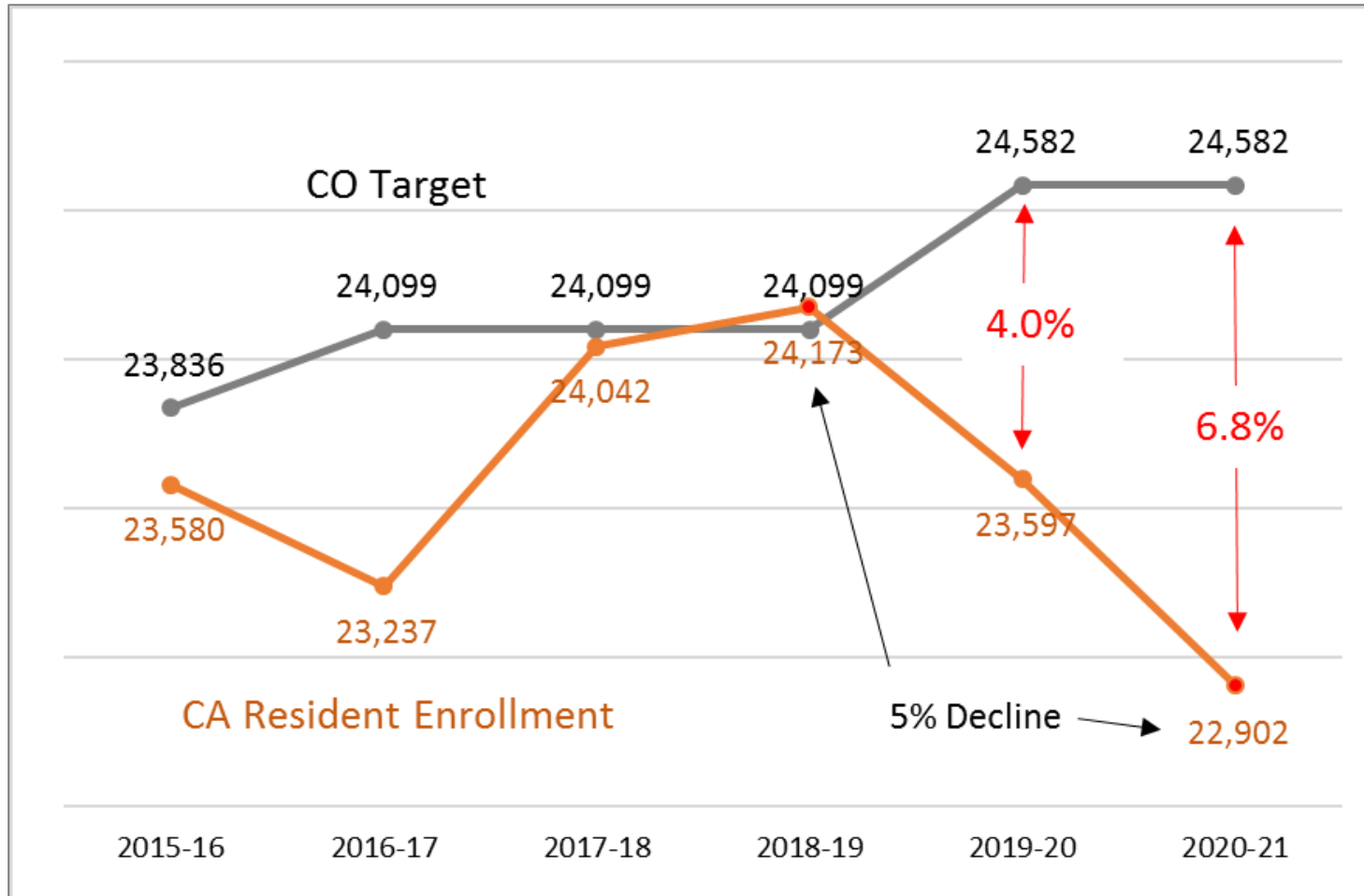
- First-time Freshmen -13.6%
- New Transfer -2.7%

COVID-19 (Fall 2020):

- First-time Freshmen -24.8%
- New Transfer -15.4%

# CA Resident Enrollment (FTES)

4



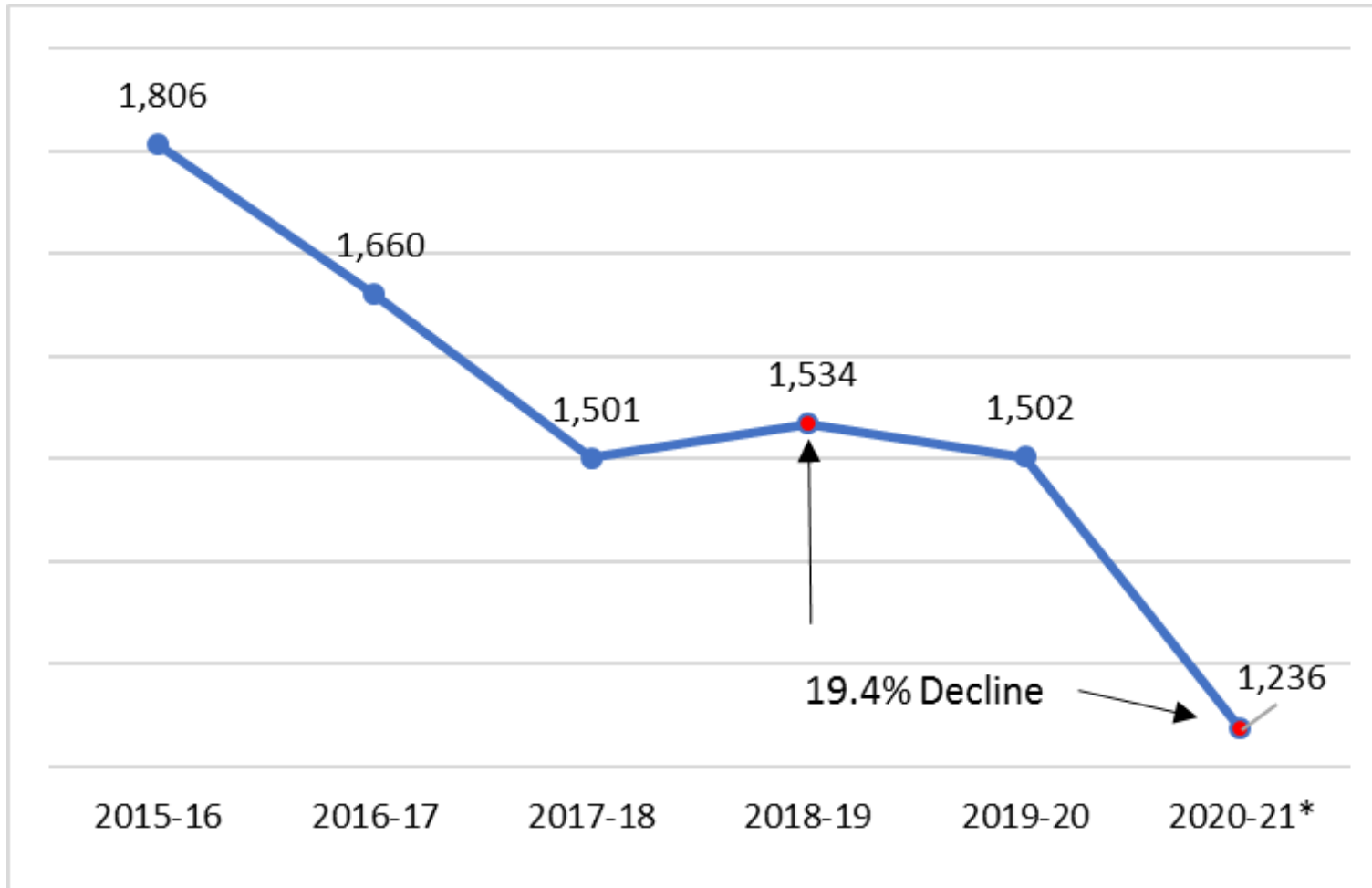
	CO Target	CA Resident FTES	% +/- CO Res Target
2015-16	23,836	23,580	-1.1%
2016-17	24,099	23,237	-3.6%
2017-18	24,099	24,042	-0.2%
2018-19	24,099	24,173	0.3%
2019-20	24,582	23,597	-4.0%
2020-21	24,582	22,902	-6.8%

- CA resident enrollment (FTEs) had dropped 5% for the last 2 years (between 2018-2019 and 2020-2021)
- We came in 6.8% below the assigned target for this year.

- CO Target = Chancellor's Office assigned target for CA residents
- FTES = Full-time Equivalent Students: 1 FTES = 15 credits per semester for undergrads and 12 for graduates

# Non-Resident Enrollment *(Non-resident Domestics and Internationals)*

5



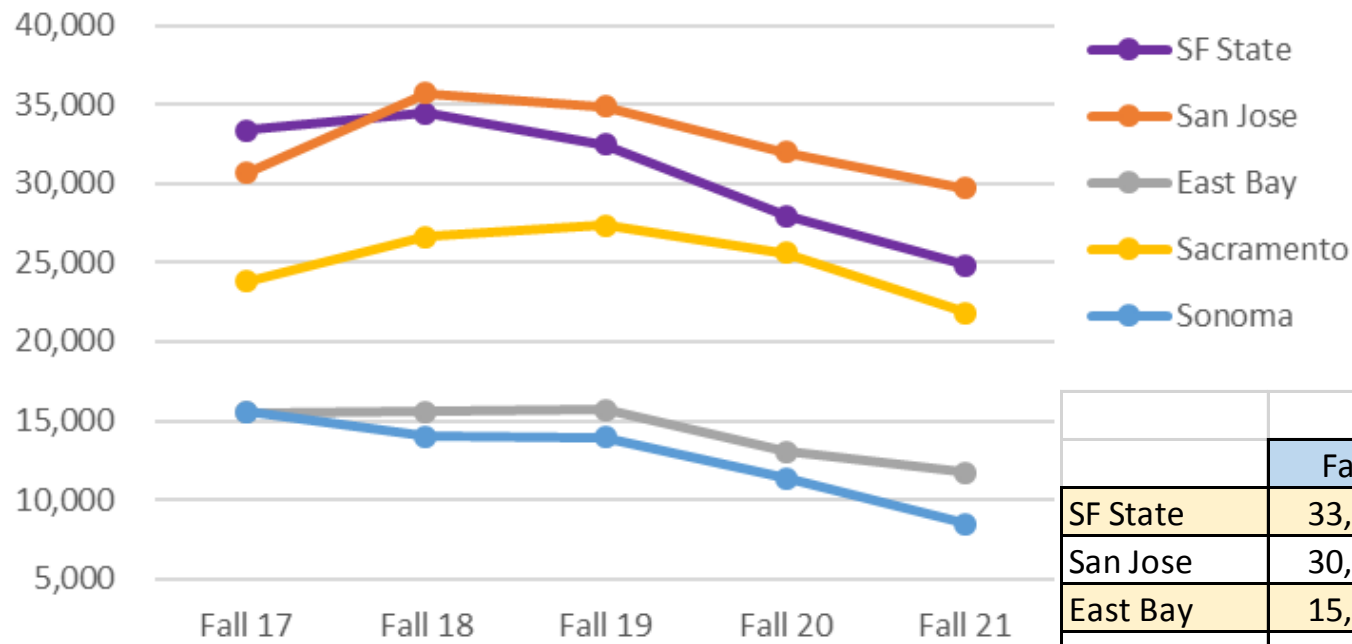
	Non-Resident FTES	% Change
2015-16	1,806	
2016-17	1,660	-8.1%
2017-18	1,501	-9.6%
2018-19	1,534	2.2%
2019-20	1,502	-2.1%
2020-21*	1,236	-17.7%

- Non-resident enrollment continued to decline (4 out of last 5 years).
- Significant declined – 17.7% this year alone *and* 19.4% for the last 2 years.

# Fall 2021 First-time Freshman Applications (*Bay Area Campuses*)

6

Freshman Applications - Bay Area Campuses



- First-time freshman applications continued to decline (*e.g., increasing competition, raising cost at four-year institutions, and decreasing HS graduation from feeder schools*)
- Our freshmen application trends have been very similar to East Bay

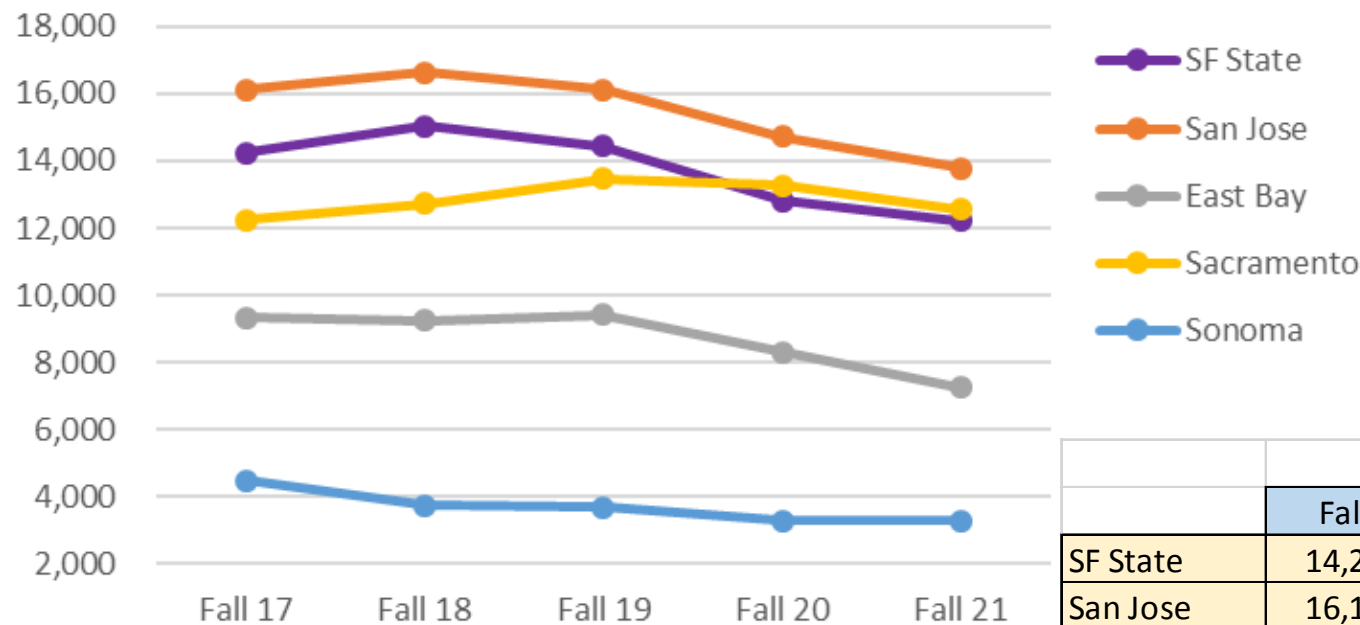
	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Change			
						1 year	2 year	3 year	4 year
SF State	33,382	34,475	32,463	27,931	24,818	-11%	-24%	-28%	-26%
San Jose	30,639	35,711	34,844	31,959	29,711	-7%	-15%	-17%	-3%
East Bay	15,511	15,559	15,714	13,052	11,732	-10%	-25%	-25%	-24%
Sacramento	23,818	26,630	27,362	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 Submitted via Cal State Apply – Oct 1 through Dec 15, 2020*

# Fall 2021 New Undergrad Transfer Applications (*Bay Area Campuses*)

7

New UG Transfer Applications - Bay Area Campuses



- Undergrad transfer applications significantly declined among bay area campuses.
- The current trends continued this year.
- Our new UG transfer trends very similar to San Jose.

						Change			
						1 year	2 year	3 year	4 year
	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21				
SF State	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 Submitted via Cal State Apply – Oct 1 through Dec 15, 2020

# Fall 2021 Applications and Admissions

8

	# Applied				# Admitted			
	Fall 2020	Fall 2021	# Chg	% Chg	Fall 2020	Fall 2021	# Chg	% Chg
First-time Freshmen	28,873	25,941	(2,932)	-10.2%	22,594	23,141	547	2.4%
New Transfers	13,896	13,823	(73)	-0.5%	9,380	12,135	2,755	29.4%
New Graduates	3,413	4,318	905	26.5%				

*\* Information as of March 16*

- 89% completion of Fall 2021 undergraduate admissions on March 16, 2021
- Accepting Admission Offer (AAO) = April 1, 2021

# Immediate: Incoming Student Challenges and Opportunities

9

- Challenges
  - Decline in freshman student applications
  - COVID effect on college going behavior
  - Lack of predictability tools and benchmarking
- Opportunities
  - Process Reengineering
  - Increased outreach and yield activities to drive enrollment
  - Summer melt prevention

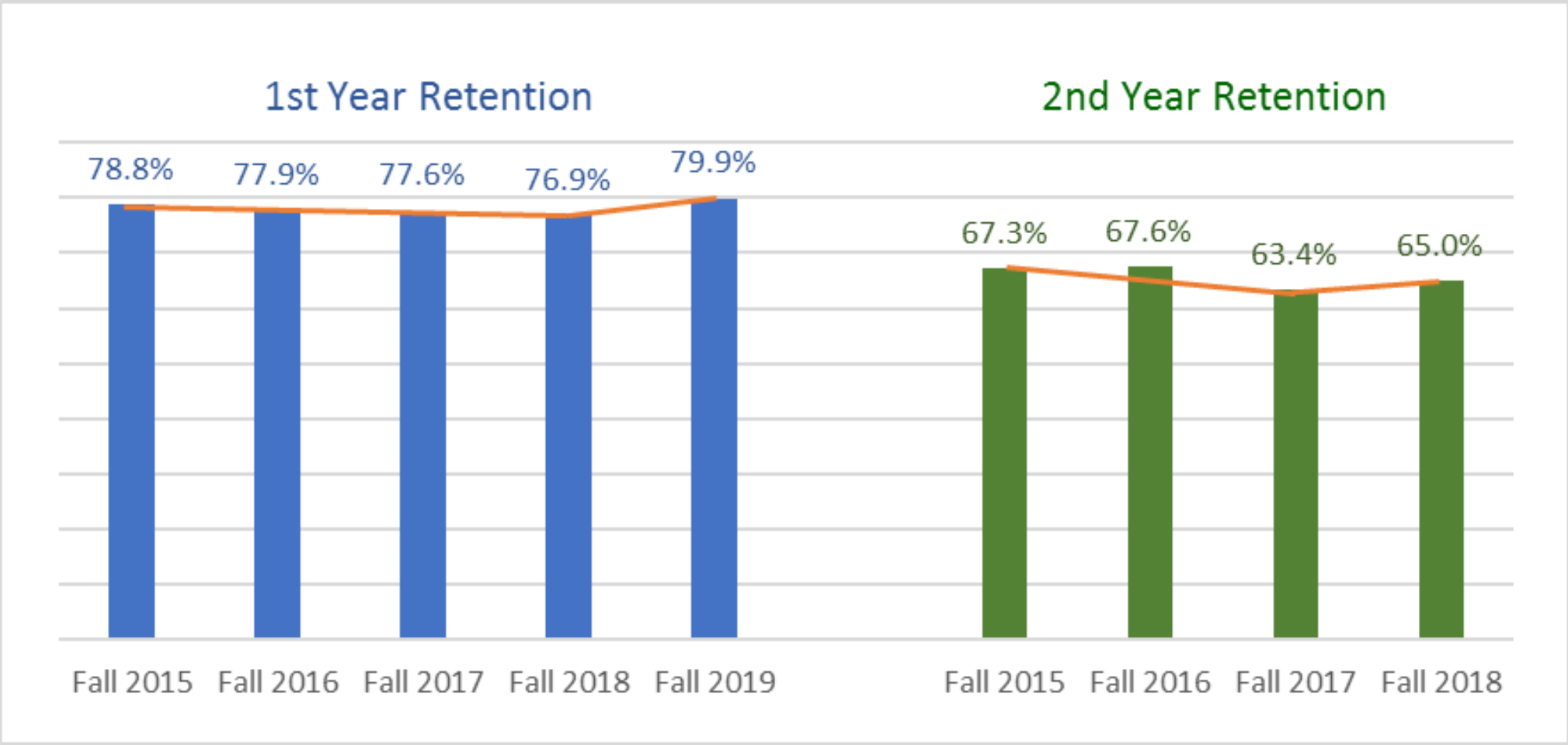
# Long Term: Incoming Student Challenges and Opportunities

10

- Challenges
  - Demographic shifts over time
  - Dwindling community college enrollment
  - Lingering pandemic effects
  - Threat of rebenching to CO targets
- Opportunities
  - Development of Strategic Enrollment Management Plan
  - Market research and branding
  - Improved use of data in the recruitment and support planning



# Student Retention - *First-time Full-time Freshmen*



# Retention Efforts

12

- Substantial advising changes
  - All first year students provided an assigned advisor
  - Use of predictive analytics
  - Re-enrollment campaigns
  - Support for faculty advising
- Increased tutoring/academic assistance
- Reduced registration barriers
- Improved course planning tools
  - Degree planner implementation
  - Electronic graduation process

# We can all help with retention!

13

- College SSGI plans reviewed by campus-wide SSGI committee
  - Other units' plans?
- Faculty engagement
  - Contact outside of class
  - Clear and regular communication
  - Attention to equity gaps in their courses
  - Helping students see life after graduation
- Staff training being planned
- FYE Faculty Director, Grace Yoo (DUEAP) and Interim Assistant Dean, Chris Trudell (SAEM) lead campus FYE Committee

## Presentation:

### **University Enterprises; proposed 2021-2022 Budget**

**Jason Porth**  
Vice President  
University Enterprises

**Tammie Ridgell**  
Associate Vice President  
Auxiliary Business Services and  
Director of Finance and Administration





# General Operating Fund Budget

March 18, 2021

San Francisco State University



# University Budget Overview

## University Enterprises

**2020 – 2021 Budget Update**  
**2021 – 2022 Budget Planning**

**General Operating Fund**

# University Budget Overview

## University Enterprises

- Cap. Planning, Design & Construction (15)
- Real Estate Development (1)
- Sustainability & Energy (2)
- Downtown Campus Operations (1)
- Office of the Vice President (2)
- **University Corporation (18)**

(number of employees)

# University Enterprises– University Corporation (U Corp)

- Separate not-for-profit, public benefit corporation. Board approves budget and provides oversight and direction. Not part of the University's General Fund.
- Annual board-allocated budget is \$3M.
- 20 SF State employees are assigned to administer U Corp; U Corp reimburses the General Fund for 100% of the costs of employment
- All operating expenses are covered by the auxiliary (Cost Allocation Plan and U Corp budgeting process)
- In an typical year, U Corp employs about 250 people directly (non-state employees)--not part of the General Fund: employees working in U Corp's self-operated shops, or who are hired to work on projects.



# Enterprises Budget Overview

## 2020 – 2021 Cost Reductions

1. Between 2018 and 2020, six open positions went unfilled and the positions were eliminated (4 MPPs and 2 represented staff)
2. Leveraged open but funded positions from 2019-2020 to ensure cost saving for 2020-2021 and thereafter. Decreased base funding by 13%.
3. Two employee layoffs (1 MPP and 1 represented staff member).
4. Reduced operating expenses.
5. Deferred some projects until a more suitable time.

# Enterprises Budget Overview

## 2021 – 2022 Budget Assumptions and Planning

1. Budget is flat, with exception of savings from loss of one general fund position.
2. One new position will be added, but it is funded through project-related cost-recovery rather than general fund.
3. Some initiatives are on hold for now:
  - Physical master plan and related environmental impact studies

# University Enterprises - Summary

## FY2020 – 2021 Budget Review

	19-20 Budget	19-20 Actual	20-21 Budget	Budget to Budget % Change	FY 20 Budget to FY 19 Actual % Change
Revenue	-	-	-	-	-
Salaries and wages	2,510	2,100	1,979	(21.2%)	(5.7%)
Operating Expenses	191	178	136	(28.6%)	(23.6%)
Total	2,700	2,277	2,115	(21.7%)	(7.1%)

# University Enterprises - Summary

## FY2020-2021 Update and FY2021 – 2022 Budget Planning

	20-21 Budget	20-21 Forecast	21-22 Budget (Iteration 0)	Budget to Budget % Change	FY 21 Budget to FY 20 Forecast % Change
Revenue	-	-	-	-	-
Salaries and wages	1,979	1,963	1,979	0%	1%
Operating Expenses	136	146	136	0%	(7%)
Total	2,115	2,109	2,115	0%	<1%

# University Enterprises – Capital Planning, Design & Construction

## FY2020-2021 Budget Review

	19-20 Budget	19-20 Actual	20-21 Budget	Budget to Budget % Change	FY 20 Budget to FY 19 Actual % Change
Revenue	-	-	-	-	-
Salaries and wages	2,187	1,780	1,668	(23.8%)	(6.3%)
Operating Expenses	171	160	124	(27.5%)	(22.4%)
Total	2,358	1,939	1,792	(24.0%)	(7.6%)

Positions	19-20 Budget	20-21 Budget
MPP	5	4
Staff	10	10
Total	15	14

# University Enterprises – [Cap. Planning, Design & Construction]

## FY2020-2021 Update and FY2021-2022 Budget Planning

	20-21 Budget	20-21 Forecast	21-22 Budget (Iteration 0)	Budget to Budget % Change	FY 21 Budget to FY 20 Forecast % Change
Revenue	-	-	-	-	-
Salaries and wages	1,668	1,652	1668	0%	<1%
Operating Expenses	124	140	124	0%	(11%)
Total	1,792	1,792	1,792	0%	0%
Positions	20-21 Budget	21-22 Budget			
MPP	4	5*			
Staff	10	10			
Total	14	15			

*\*Includes new position covered by cost-recovery from new science building project*

# University Enterprises – [Downtown Campus]

## FY2020-2021 Budget Review

	19-20 Budget	19-20 Actual	20-21 Budget	Budget to Budget % Change	FY 20 Budget to FY 19 Actual % Change
Revenue	-	-	-	-	-
Salaries and wages	103	103	103	(0%)	(0%)
Operating Expenses	-	-	-	(0%)	(0%)
Total	103	103	103	(0%)	(0%)

Positions	19-20 Budget	20-21 Budget
MPP	1	1
Staff	-	-
Total	1	1

# University Enterprises – [Downtown Campus]

## FY2020-2021 Update and FY2021-2022 Budget Planning

	20-21 Budget	20-21 Forecast	21-22 Budget (Iteration 0)	Budget to Budget % Change	FY 21 Budget to FY 20 Forecast % Change
Revenue	-	-	-	-	-
Salaries and wages	103	103	103	(0%)	(0%)
Operating Expenses	-	-	-	(0%)	(0%)
Total	103	103	103	(0%)	(0%)
Positions	20-21 Budget	21-22 Budget			
MPP	1	1			
Staff					
Total	1	1			



# University Enterprises – [Sustainability & Energy]

## FY2020-2021 Budget Review

	19-20 Budget	19-20 Actual	20-21 Budget	Budget to Budget % Change	FY 20 Budget to FY 19 Actual % Change
Revenue	-	-	-	-	-
Salaries and wages	220	217	208	(5.2%)	(4.0%)
Operating Expenses	20	18	12	(40%)	(33%)
Total	239	235	220	(7.9%)	(6.2%)

Positions	19-20 Budget	20-21 Budget
MPP	1	1
Staff	1	1
Total	2	2

# University Enterprises – [Sustainability & Energy]

## FY2020-2021 Update and FY2021-2022 Budget Planning

	20-21 Budget	20-21 Forecast	21-22 Budget (Iteration 0)	Budget to Budget % Change	FY 21 Budget to FY 20 Forecast % Change
Revenue	-	-	-	-	-
Salaries and wages	208	208	208	(0%)	(0%)
Operating Expenses	12	6	6	(50%)	(0%)
Total	220	214	214	(3%)	(0%)
Positions	20-21 Budget	21-22 Budget			
MPP	1	1			
Staff	1	1			
Total	2	2			

# University Enterprises – Carryforward

	Amount
Carryforward – July 1, 2019	479,640
Carryforward – July 1, 2020	759,094
Carryforward used – July 1, 2020 – June 30, 2021 (forecast) <ul style="list-style-type: none"><li>• DTC space acquisition and relocation expenses</li><li>• RTC planning project completion</li><li>• Surge projects—campus wide</li></ul>	550,000
Carryforward – July 1, 2021 (forecast)	209,094

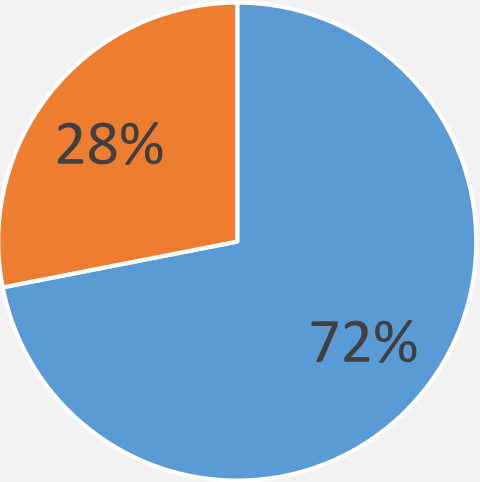
# University Enterprises

## 2021-22 Priorities

- **Completion of Marcus Hall and related site work**
- **Begin construction of new science building**
- **Relocation of Downtown Campus from 835 Market**
  - **Sustainable financial model with better space utilization**
- **Deferred maintenance and infrastructure improvement projects**
  - **Holloway campus and RTC**
- **Provide auxiliary support services in coordination with campus activity for fall**
  - **Retail and commercial services**
  - **Bookstore**
  - **Self-support projects**

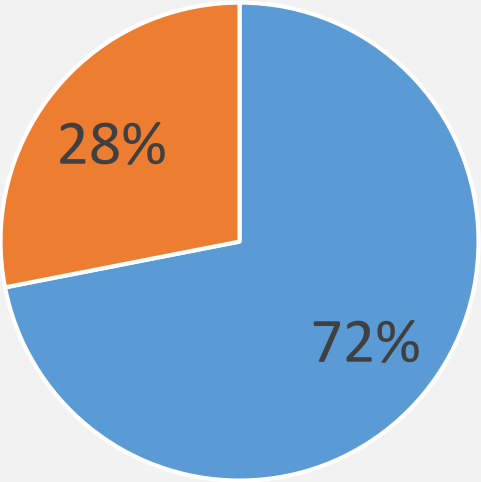
# University Enterprises – Expenditure Components

**FY2019-2020**



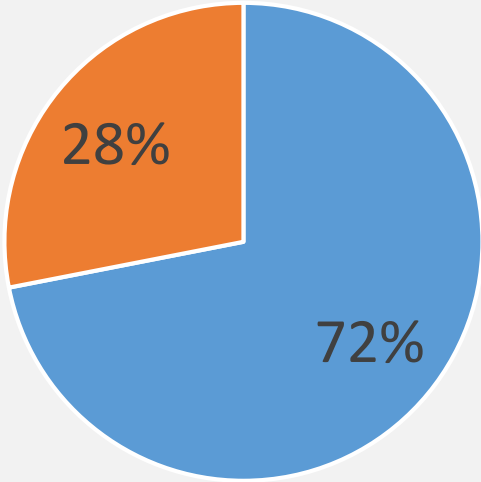
■ Salary & Wages ■ O&E

**FY2020-2021**



■ Salary & Wages ■ O&E

**FY2021-2022**



■ Salary & Wages ■ O&E

## Updates and Informational Item:

### Federal Funding update

**Jeff Wilson**

Interim Vice President & CFO  
Administration & Finance

# Federal Funding Update

- Total of 3 Funding packages
- For CSU, \$3.1 billion in one-time funding
- Higher Education Emergency Relief Fund (HEERF)

in millions

Funding Package	Student Aid Portion	Institutional Portion	MSI Portion
HEERF 1 (Spring 2020)	\$262.7	\$262.7	\$38.3
HEERF 2 (December 2020)	262.7	591.2	55.7
HEERF 3 (March 2021)	757.5	749.7	93.7
<b>Total</b>	<b>\$1,282.9</b>	<b>\$1,603.6</b>	<b>\$187.7</b>

# Federal Funding Update

- Total of 3 Funding packages
- For SFSU, \$169 million in one-time funding
- Higher Education Emergency Relief Fund (HEERF)

in millions

Funding Package	Student Aid Portion	Institutional Portion	MSI Portion
HEERF 1 (Spring 2020)	\$14.4	\$14.4	\$2.2
HEERF 2 (December 2020)	14.4	32.2	3.2
HEERF 3 (March 2021)	41.6	41.4	5.3
<b>Total</b>	<b>\$70.4</b>	<b>\$88.0</b>	<b>\$10.7</b>



# Federal Funding Update

## Three overarching categories for using institutional portion of funds:

- Health and Safety
- Instruction
- Technology
- Short-term Financial Stability and Resilience

Note: Institutional portion of HEERF 1 funds have been allocated; HEERF 2 and HEERF 3 funds have not been allocated.

# Federal Funding Update

## Health and Safety - examples

- Personal Protective Equipment (PPE)
- Class configuration for social distancing (e.g. new single-seat desks to replace tables)
- HVAC and ventilation
- COVID testing
- Alternative classroom spaces (e.g. renting space, tents)
- Enhanced mental health service
- Professional development for remote work

# Federal Funding Update

## Instruction - examples

- Additional sections to achieve social distancing
- Increasing campus hours of operation
- Faculty professional development for remote instruction
- Enhanced or extended counseling, tutoring, academic advising

# Federal Funding Update

## Technology - examples

- Online delivery of Library materials
- Technology and connectivity for faculty and students
- Technology and connectivity for staff during remote work

# Federal Funding Update

## **Short-term Financial Stability and Resilience - examples**

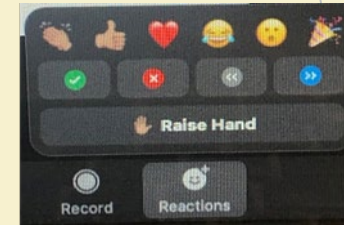
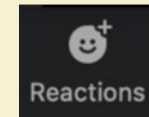
- Identify existing campus costs that can be covered with these funds to address current year's budget deficit
- Identify specific portions of these funds that can be used to cushion financial impact of softer enrollments and reduced state funding
- Stretch use of funds over two years (to the extent possible) as we strengthen our reserves to prepare for 2023-2024

# PUBLIC FORUM

20 minutes, three minutes per speaker

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**, then 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 ~





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 information, past meeting materials,  
meeting updates and how to contact the UBC:

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