



## Welcome!

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

- ◆ Please use the “raise hand” function for questions
- ◆ We’ll do our best to address questions posted in the Chat
  - ◆ Public forum begins approximately 11:45AM
- ◆ Today’s presentations will be posted to the UBC webpage soon

Next UBC meeting:

Thursday, April 24, 2025, 10:00 AM – 12:00 PM via Zoom

# Welcome

## from UBC Co-Chairs

**Jeff Wilson**

CFO & Vice President  
Administration & Finance

**Amy Sueyoshi**

Provost & Vice President  
Academic Affairs

# Share Your Thoughts

## UBC Meetings

Attend and participate in the public forums

## UBC Office Hours

Attend drop-in UBC member peer-hosted Office Hour 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 knowledge and bring 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

(tomorrow) **Friday, March 21, 2025**

**Faculty & MPP:** 11:00 AM – 12:00 PM

**Staff:** 11:00 AM – 12:00 PM

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

All meetings take place via Zoom

# AGENDA

Member rollcall / member updates

Minutes Approval (UBC Feb. 2025 meeting)

President's Remarks

2024-2025 Enrollment Update and 2025-2026 Projection

- Member questions
- Guest questions

Budget Update; 2025-2026 Scenario Planning / Member Vote

- Member questions – 5 mins.
- Guest questions – 5 mins.

**BREAK (5 mins.)**-----Aligning

~~Expenditures with Student Demand: CPaGE (postponed)~~

Alex Hwu

~~Aligning Expenditures with Student Demand: GCoE (postponed)~~

- 

Cynthia Grutzik

Public Forum

ALL

# UBC Member Rollcall and UBC member updates:

**Welcome new faculty representative member Laura Epstein**

Department of Speech, Language and Hearing Sciences, Graduate College of Education

## **UBC member seats opening soon:**

- One **Staff** seat will open May 2025 (first meeting Fall 2025) – email [ubc@sfsu.edu](mailto:ubc@sfsu.edu) to request the form to nominate yourself or a colleague
- One **Faculty** seat will open May 2025 (first meeting Fall 2025) - email [senate@sfsu.edu](mailto:senate@sfsu.edu) to request the form to nominate yourself or a colleague
- This is a professional development opportunity to participate in university budget processes.
- Members serve a 3-year term.
- Nomination period closes April 7, 2025.
- UBC Steering Committee will select from nominees submitted by April 7<sup>th</sup>. New members announced at May meeting.

# Approval of Minutes from UBC meeting Feb. 2025

All past meeting minutes can be found on the UBC Webpage

# President's Remarks





# Enrollment Update and 2025-2026 Projection

*Academic Senate  
March 20, 2025*

*By Sutee Sujitparapitaya  
Associate Provost for Institutional Analytics*

*Katie Lynch  
Senior Associate Vice President for Enrollment Management*

# Overview

- The demographic decline persists for years to come.
  - [WICHE reports](#) that there will be 13% fewer high school graduates nationally by 2041 compared to 2024.
  - California is projected to have a 29% decline in that same time. There is an even greater drop when looking at cities versus other locale types.
- College going rates for high school graduates has also declined from 70% in 2016 to 62% in 2022.
- The legislature is pushing for enrollment growth which requires the CSU (and UCs) to push for enrollment growth at the campuses with healthier enrollment. This results in increased competition.
- The CSU implemented a reallocation plan that redirects dollars to where enrollment is. This means our overall enrollment target is lower but so is our allocation from the CSU.

# Spring 2025 Enrollment Update

## Total Enrollment: Spring 2024 vs. Spring 2025

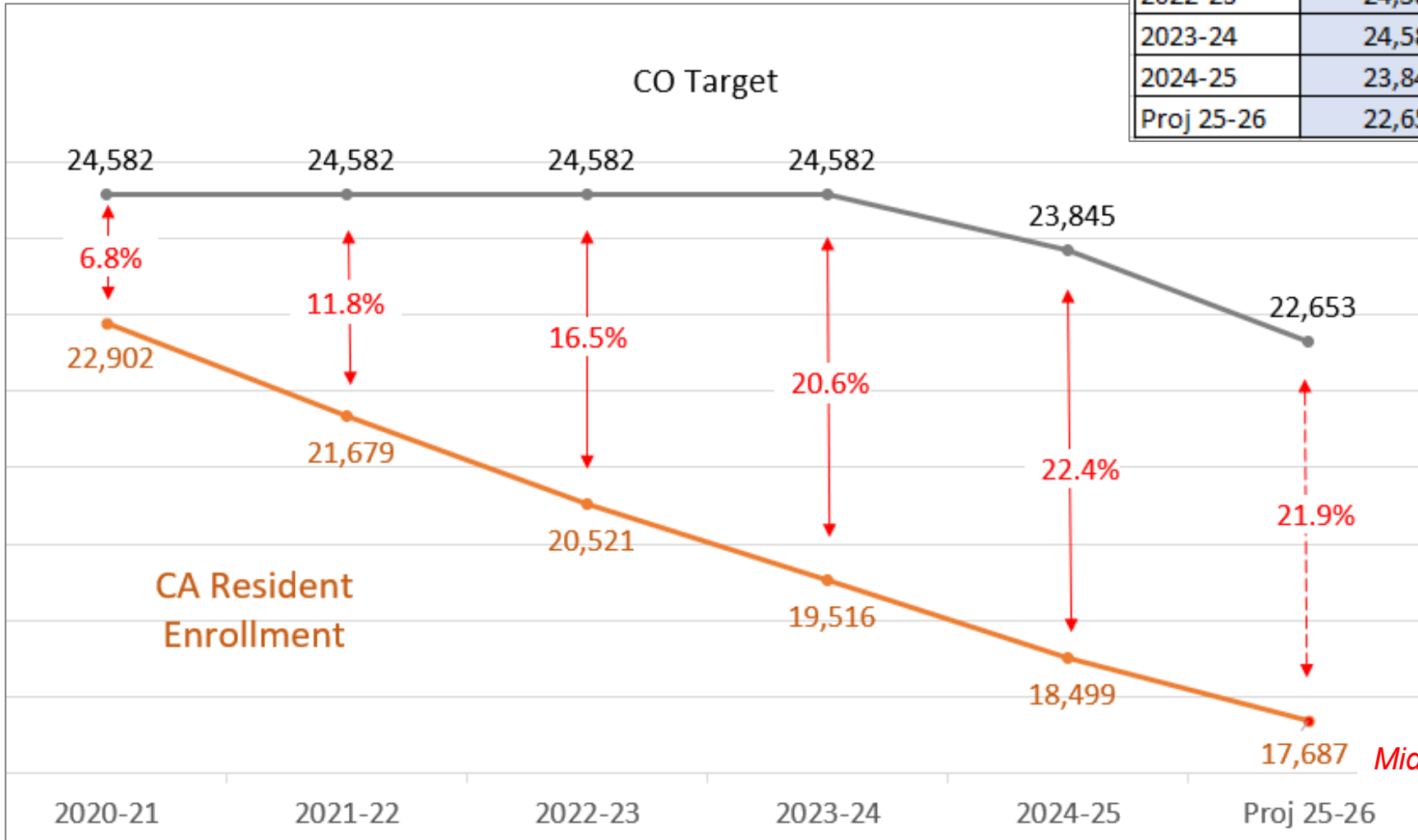
		Headcount				FTES			
		Spring 24	Spring 25	Change		Spring 24	Spring 25	Change	
New	1st Time Freshmen	90	65	(25)	-27.8%	82	58	(23)	-28.7%
	New UG Transfers	954	839	(115)	-12.1%	775	665	(110)	-14.1%
	New Pbac	69	80	11	15.9%	27	33	6	21.0%
	1st Time Graduates	237	242	5	2.1%	173	181	9	5.0%
Cont.	Undergraduates	18,090	17,063	(1,027)	-5.7%	15,374	14,572	(802)	-5.2%
	2BA/Pbac	187	217	30	16.0%	138	146	8	5.7%
	Graduates	2,402	2,362	(40)	-1.7%	1,823	1,805	(18)	-1.0%
University Total		22,029	20,868	(1,161)	-5.3%	18,391	17,460	(931)	-5.1%

## CA Resident Enrollment: Spring 2025 vs. Projection

	CA Resident FTES
Projection	16,818
Enroll to Date	16,423
Differences (+/-)	(395)
	-2.3%

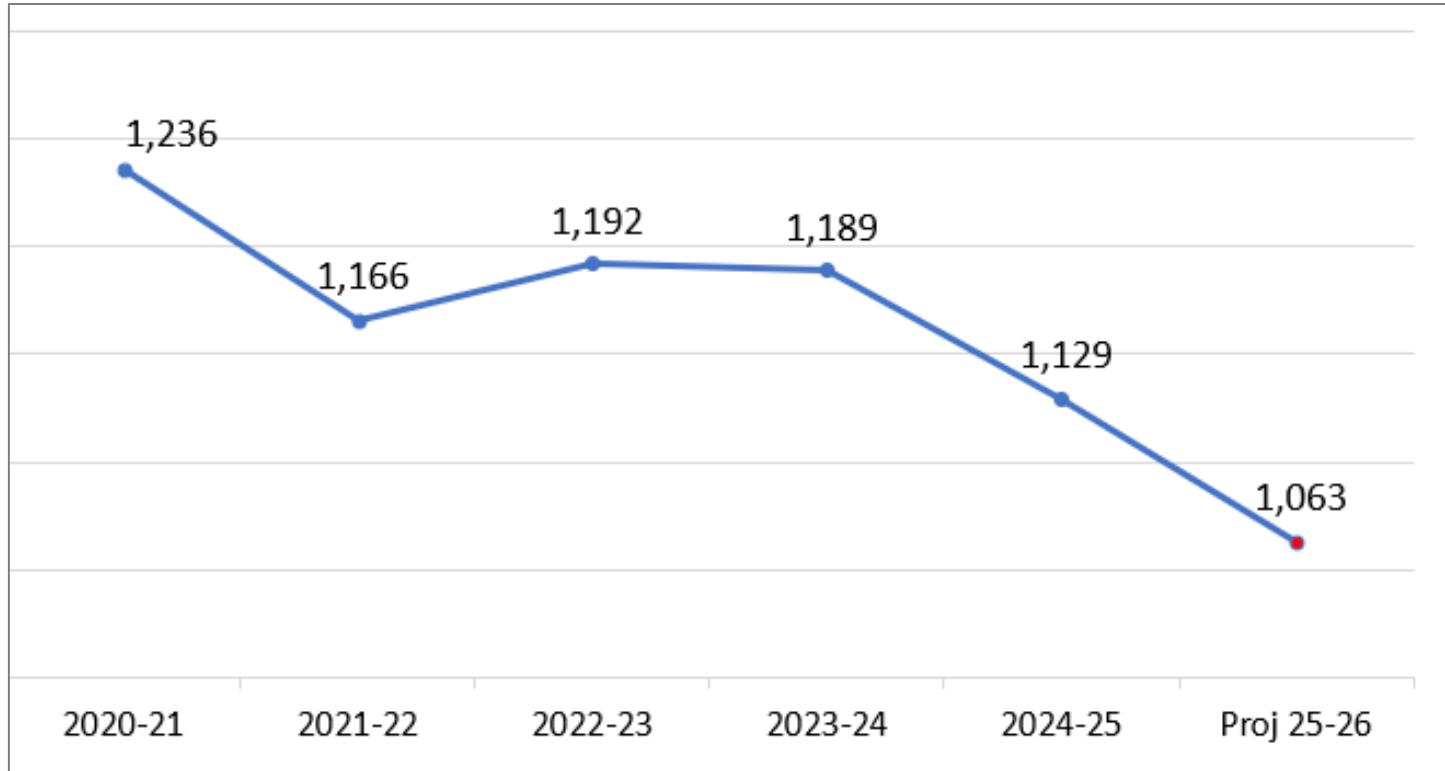
# CA Resident Enrollment (FTES)

	CO Target	CA Resident FTES	% +/- CO Res Target	% Change (Year to Year)
2020-21	24,582	22,902	-6.8%	-2.9%
2021-22	24,582	21,679	-11.8%	-5.3%
2022-23	24,582	20,521	-16.5%	-5.3%
2023-24	24,582	19,516	-20.6%	-4.9%
2024-25	23,845	18,499	-22.4%	-5.2%
Proj 25-26	22,653	17,687	-21.9%	-4.4%



- The CY 2025-2026 projection (Mid Case Scenario) for CA resident students is 17,687 FTES, representing a 4.4% decline from CY 2024-2025.
- This figure is approximately 21.9% below the revised CO target.

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



	Non-Resident FTES	% Change (Year to Year)
2020-21	1,236	-17.7%
2021-22	1,166	-5.6%
2022-23	1,192	2.2%
2023-24	1,189	-0.3%
2024-25	1,129	-5.0%
Proj 25-26	1,063	-5.8%

- For non-residents, the projection is 1,063 FTES, reflecting a 5.8% drop from CY 2024-2025.

# Incoming Student Highlights

- Projections are based on prior trends, anticipated competition, and in-time application data
- Fall 2025 Applications are down 3.7% year to year
  - First year students down 6.6%
  - Transfer students up 4.0%
  - Grad students down 3.0%
  - International undergrad students down 8.7%
  - International grad students down 47% (largely in programs that will fill despite the decline)
- International students do not count towards our target; however, we should be aware that accepted admission offer trends are 11.2% down point-to-point

# Incoming Student Efforts

- Explore SF State on April 5, 2025!
- Regional Receptions in 7 locations throughout the state
- Concrete targets set for all recruitment staff based on assigned territory and enrollment goals
- Early admission decisions, financial aid awards and housing decisions
- Piloting of direct admissions with specific partners
- Redesigned acceptance package for all admitted students
- Guaranteed housing for all incoming students. Established transfer community
- Flexibility in orientation options for first time freshman and transfers
- Continuously revamped communication plan consisting of email, targeted digital campaigns, mail, chatbot, text message and phone calls

# Retention Overview

## A Snapshot of SF State's Recent Cohorts:

Cohort by Fall Year	1 <sup>st</sup> Year Rate	2 <sup>nd</sup> Year Rate	3 <sup>rd</sup> Year Rate	4 <sup>th</sup> Year Rate	<u>National 1<sup>st</sup> Year Rates (4 year public)</u>
Fall 2020	84.5%	68.6%	60.5%	58.3%	76.7%
Fall 2021	84.9%	69.6%	63.6%		76.8%
Fall 2022	83.7%	69.3%			78%
Fall 2023	82.7%				

- SF State far exceeds the national first-year retention rate for four-year public institutions, but we then see a large drop after the 2<sup>nd</sup> year.
- The [National Center for Educational Statistics](#) reports that 64% of students who begin seeking a bachelor's degree at a 4-year institution in Fall 2014 completed their degree at the same institution within 6 years. SF State's stat for the same year is 55.2%.



# Deeper Dive into Retention

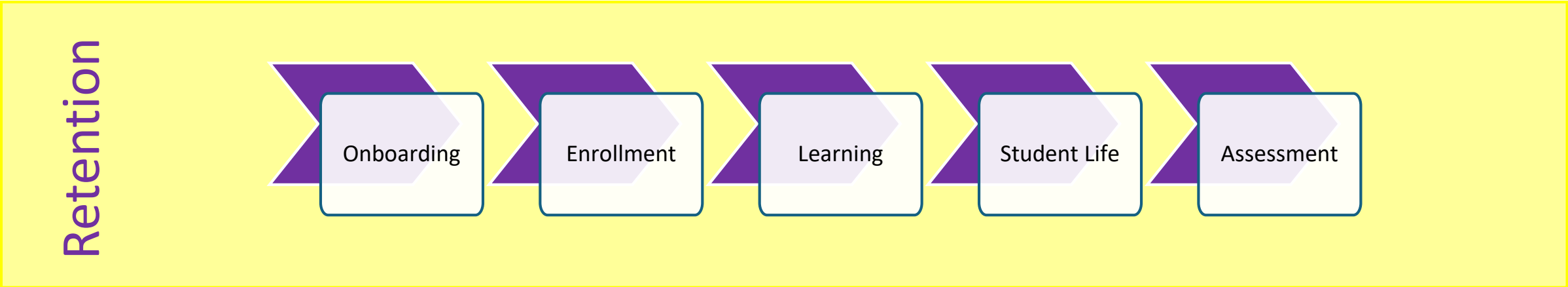
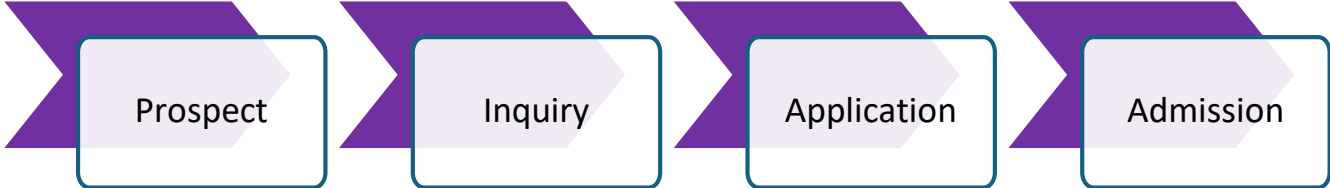
- [What We've Done and/or Are Doing to Improve Retention](#)
- Financial Impact of Retention
  - We receive \$6,600 of tuition revenue per FTE per year. This does not include funds received as part of the CSU allocation per student.
  - Increasing retention **1%** year over year for first- and second-year students could increase tuition revenue by \$400,000 in year one and \$3.9 million by 2030
  - Increasing retention **0.5%** year over year for first- and second-year students could increase tuition revenue by \$200,000 in year one and \$1.3 million by 2030
- Retention Analysis in partnership with Institutional Research is allowing us to see variables that impact retention to zone in on highest impact practices
- Looking at when students leave can help us all see our role in retaining students

# When do our students leave?

## Enrollment, Attrition, and Enrollment Elsewhere: Fall 2018 Cohort

	Count	Percent of Total Enrollment	Percent of Those Leaving Before Graduating
<b>Total Enrollment</b>	<b>4,066</b>	<b>100%</b>	<b>-</b>
<b>Number Leaving Before Graduating</b>	<b>1,656</b>	<b>41%</b>	<b>100%</b>
<b>Leaving 1st Year</b>	<b>766</b>	<b>19%</b>	<b>46%</b>
<b>Leaving 2nd Year</b>	<b>431</b>	<b>11%</b>	<b>26%</b>
<b>Leaving 3rd Year</b>	<b>236</b>	<b>6%</b>	<b>14%</b>
<b>Leaving 4th Year</b>	<b>223</b>	<b>5%</b>	<b>13%</b>
<b>Enrolling at Another 2-year College</b>	<b>555</b>	<b>14%</b>	<b>34%</b>
<b>Enrolling at Another 4-year College</b>	<b>506</b>	<b>12%</b>	<b>31%</b>

# SF State Student Lifecycle



**Thank you.**

**Questions?**

- From members
- From guests

**5 Minute Break**

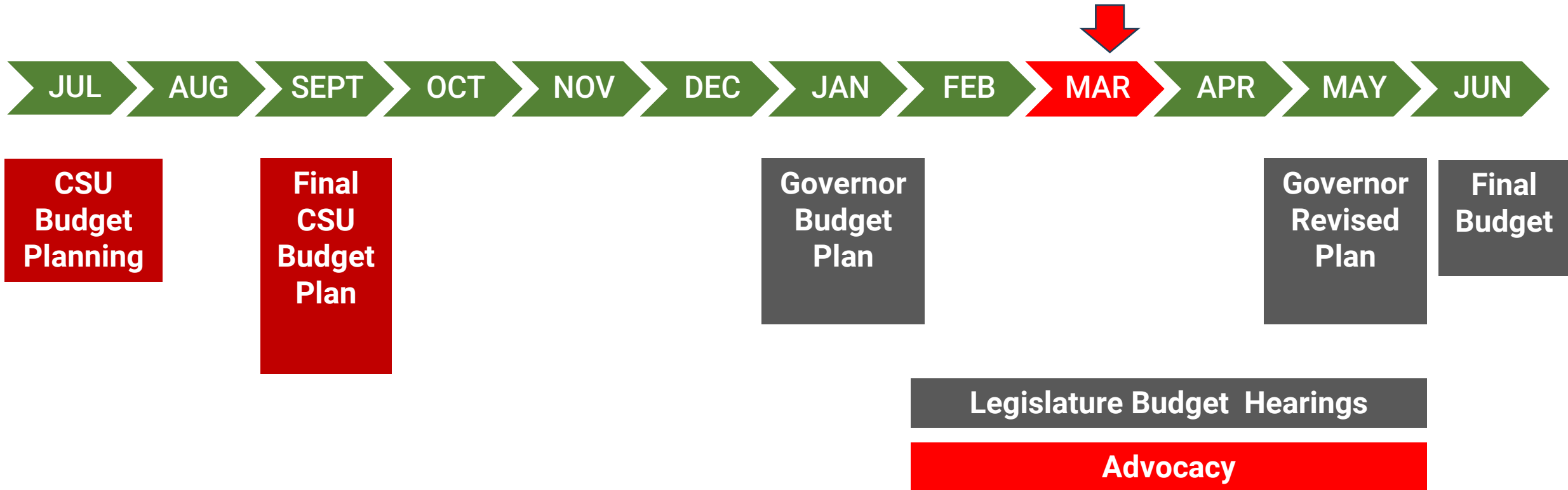
# Budget Update: 2025-2026 Scenario Planning and Member Vote

Jeff Wilson  
CFO & Vice President  
Administration & Finance

Elena Stoian  
Executive Director  
Budget Administration & Operations

# 2025–2026 Scenario Selection for Campus Planning

# Budget Timeline





# Scenario Selection Process

- First Presentation of Scenarios (*February UBC meeting*)
- Review Scenarios
- Questions & Discussion
- UBC Member Poll for Scenario Selection
- UBC Co-Chairs' Memo to President Mahoney

## Resources

- 7.95% State Reduction/No Compact Funding
- 3% CSU Reallocation Plan
- Enrollment Trends (-5.5%)
- 6% Tuition Increase

## Costs

- 3% Increase for inflation
- 5% Increase for utilities
- 5% Increase for risk pool (insurance)
- Reinstatement of critical positions from Voluntary Separation Incentive Program (VSIP)

STATE CAPITOL  
P.O. BOX 942849  
SACRAMENTO, CA 94249-0049  
(916) 319-2049  
FAX (916) 319-2149

Assembly  
California Legislature



MIKE FONG  
ASSEMBLYMEMBER, FORTY-NINTH DISTRICT

DISTRICT OFFICE  
1411 SOUTH GARFIELD AVENUE, SUITE 307  
ALHAMBRA, CA 91801  
(626) 457-4918  
FAX (626) 457-4923

**SUBJECT: Reject cuts to the University of California (UC) and the CA State University (CSU)**

Dear Speaker Rivas, Pro Tem McGuire, Chair Gabriel, Chair Wiener, Chair Alvarez, and Chair Laird,

We respectfully request rejection of the Governor's proposed 7.95 percent budget reduction to the UC and CSU. We have grave concerns about the long term impact of these reductions to our higher education systems. The proposed cuts will result in a \$396.6 million ongoing reduction to the UC and a \$375.2 million ongoing reduction to the CSU. These reductions may jeopardize the progress on goals important to the Legislature and the Governor, including increasing California resident enrollment and ensuring student success.

# 25-26 Budget Scenario Planning

Three working scenarios:

<u>Factor</u>	<u>Worst-Case Scenario 1</u>	<u>Mid-Case Scenario 2</u>	<u>Best-Case Scenario 3</u>
State Reduction	-7.95%	-5%	-4%
CSU Reallocation Plan	-3%	-3%	-3%
Enrollment Impact on Tuition Revenue	-5.5%	-5.5%	-5.5%
Tuition Increase	+6%	+6%	+6%

# 25-26 Budget Scenario Planning

	<u>Scenario 1</u>	<u>Scenario 2</u>	<u>Scenario 3</u>
<b>Resources</b>			
2024-2025 Base	\$360.6	\$360.6	\$360.6
Less: Adjustments	<u>(26.4)</u>	<u>(18.7)</u>	<u>(16.1)</u>
<b>2025-2026 Base</b>	<b>334.2</b>	<b>341.9</b>	<b>344.5</b>
<b>Costs</b>			
2024-2025 Base	374.5	374.5	374.5
Plus: Adjustments	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
<b>2025-2026 Base</b>	<b>377.5</b>	<b>377.5</b>	<b>377.5</b>
<b>Deficit</b>	<b>(\$43.3)</b>	<b>(\$35.6)</b>	<b>(\$33.0)</b>

# 25-26 Budget Scenario Planning

(Dollars in millions)

	<u>Scenario 1</u>	<u>% Change from 24-25 to 25-26</u>	<u>Scenario 2</u>	<u>% Change from 24-25 to 25-26</u>	<u>Scenario 3</u>	<u>% Change from 24-25 to 25-26</u>
<b>Resources</b>						
2024-2025 Base	\$360.6		\$360.6		\$360.6	
Less: Adjustments	(26.4)		(18.7)		(16.1)	
<b>2025-2026 Base</b>	<b>334.2</b>	<b>-7.3%</b>	<b>341.9</b>	<b>-5.2%</b>	<b>344.5</b>	<b>-4.5%</b>
<b>Costs</b>						
2024-2025 Base	374.5		374.5		374.5	
Plus: Adjustments	3.0		3.0		3.0	
<b>2025-2026 Base</b>	<b>377.5</b>	<b>+0.8%</b>	<b>377.5</b>	<b>+0.8%</b>	<b>377.5</b>	<b>+0.8%</b>
<b>Deficit</b>	<b>(\$43.3)</b>		<b>(\$35.6)</b>		<b>(\$33.0)</b>	

# 25-26 Budget Scenario Planning

	<u>Scenario 1</u>	<u>Scenario 2</u>	<u>Scenario 3</u>
<b>Deficit</b>	<b>\$43.3</b>	<b>\$35.6</b>	<b>\$33.0</b>
MYBRP <sup>1</sup> (“pre-7.95%”) Reduction	16.2	16.2	16.2
<b>Remaining Deficit</b>	<b>27.1</b>	<b>19.4</b>	<b>16.8</b>
One-Time Funds	15.0	10.0	10.0
<b>Additional Reductions</b>	<b>\$12.1</b>	<b>\$9.4</b>	<b>\$6.8</b>

<sup>1</sup>MYBRP = Multi-Year Budget Reduction Plan

# 25-26 Budget Scenario Planning

	<u>Scenario 1</u>	<u>Scenario 2</u>	<u>Scenario 3</u>
MYBRP (“pre-7.95%”) Reduction	16.2	16.2	16.2
Additional Reductions	<u>12.1</u>	<u>9.4</u>	<u>6.8</u>
<b>TOTAL REDUCTIONS</b>	<b>\$28.3</b>	<b>\$25.6</b>	<b>\$23.0</b>



# 25-26 Budget Scenario Planning

	<u>Scenario 1</u>	<u>Scenario 2</u>	<u>Scenario 3</u>
Academic Affairs	\$13.8	\$12.5	\$11.2
Administration & Finance	2.6	2.4	2.1
President's Office	0.2	0.2	0.1
Student Affairs / Enrollment Management	1.7	1.6	1.4
University Advancement	0.5	0.5	0.4
Benefits	9.4	8.5	7.7
<b>TOTAL</b>	<b>\$28.3</b>	<b>\$25.6</b>	<b>\$23.0</b>

- Budget Office issues Campus Planning memo
- Preliminary B-Memo from the Chancellor's Office
- Finalize 2025-2026 Enrollment Forecast (March UBC)
- Unit-Level iterative budget planning
- Governor's May Revision (early May)
- Final State Budget (late June)

# Scenario Selection Process

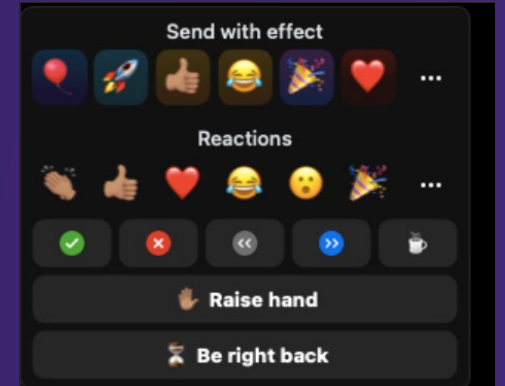
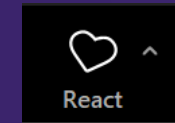
- First Presentation of Scenarios (*February UBC meeting*)
- Review Scenarios
- Questions & Discussion
- UBC Member Poll for Scenario Selection
- UBC Co-Chairs Memo to President Mahoney

## Questions & Discussion

## UBC Member Poll

# Public Forum

*Open to all guests and UBC members*



**Please:**

- ✓ **“raise your hand”** (*found on your Reactions menu, lower right corner*)  
Unmute when called upon to speak. For transparency, please begin with your name, title/department. Mute when finished to reduce noise please.
- ✓ **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>**