Welcome!  

UBC guests: please ensure your full name shows  
All: Please use the “raise hand” function for questions  
Public forum is at approx. 11:40 AM  
We’ll do our best to address questions posted in the Chat  
Today’s presentation will be posted to the UBC webpage  
RSVP to ubc@sfsu.edu to attend UBC Office Hours tomorrow 10:00AM for Staff and Faculty/MPP’s

Next UBC meeting  
Thursday, August 25, 2022  
10:00 AM – 12:00 PM via Zoom

Welcome  
from UBC Co-Chairs

Jennifer Summit  
Provost & Vice President  
Academic Affairs

Jeff Wilson  
Vice President & CFO  
Administration & Finance
Share Your Thoughts

<table>
<thead>
<tr>
<th>UBC Meetings</th>
<th>UBC Office Hours</th>
<th>By Email</th>
<th>Personally</th>
<th>UBC Webpage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attend And participate in the public forum</td>
<td>Virtual UBC member &amp; peer-hosted on Fridays after UBC</td>
<td><a href="mailto:UBC@sfsu.edu">UBC@sfsu.edu</a> Shared with UBC Steering Committee</td>
<td>Reach out to a member and they can share Their knowledge or bring your input back to UBC</td>
<td><a href="https://adminfin.stsu.edu/ubc">https://adminfin.stsu.edu/ubc</a></td>
</tr>
</tbody>
</table>

UBC Office Hours

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

**UBC Office Hours**

For MPP/Faculty and Staff Sessions
Saturday, May 20, 2022
10:00 AM – 11:00 AM via Zoom

**RSVP to:** ubc@sfsu.edu

*All meetings take place via Zoom*
## AGENDA

1. **Member Rollcall**  
   - UBC staff
2. **Minutes Approval (April 22 meeting)**  
   - Summit
3. **President's Message**  
   - Mahoney
4. **Transparency Topic**  
   - Athletics' Budget/Finances  
     - Shrieve-Hawkins
5. **Updates/Informational Item:**  
   - Enrollment Update  
     - Lynch/Sujitparapitaya/Way  
   - IDC workgroup Update  
     - Sivadas
6. **Presentation**  
   - FY22-23 Campus Budget Planning Status  
     - Stoian
7. **Public Forum**  
   - ALL

### Member Attendance

- [Image]
Approval of Minutes
April 22, 2022

All past meeting minutes can be found on the UBC Webpage

President’s Message
Athletics Operation Structure/Overview

• **Revenue sources**
  - State allocation
  - I.R.A. Athletics fee ($58 per semester)
  - Fundraising/donations
2021-2022 Budget Review

<table>
<thead>
<tr>
<th></th>
<th>FY2021-22 Revised Budget</th>
<th>FY2021-22 Winter CYP</th>
<th>$ Change Rev Bud CYP</th>
<th>% Change Rev Budget CYP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue/State Allocation</td>
<td>5,420</td>
<td>5,303</td>
<td>-117</td>
<td>-2.16%</td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>2,308</td>
<td>2,239</td>
<td>-68</td>
<td>-2.96%</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,274</td>
<td>1,236</td>
<td>-38</td>
<td>-2.99%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>1,921</td>
<td>1,877</td>
<td>-44</td>
<td>-2.31%</td>
</tr>
<tr>
<td>Fin Aid/Scholarship</td>
<td>769</td>
<td>740</td>
<td>-28</td>
<td>-3.70%</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>6,271</td>
<td>6,092</td>
<td>-179</td>
<td>-2.85%</td>
</tr>
<tr>
<td>Net Revenues and Expenses</td>
<td>-851</td>
<td>-789</td>
<td>62</td>
<td></td>
</tr>
</tbody>
</table>

Dollars in thousands

Athletics Division Funding Structure

<table>
<thead>
<tr>
<th></th>
<th>FY19-20 Budget</th>
<th>FY20-21 Budget</th>
<th>FY21-22 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>State-supported*</td>
<td>2,293</td>
<td>1,565</td>
<td>1,832</td>
</tr>
<tr>
<td>Self-supported</td>
<td>4,110</td>
<td>3,458</td>
<td>4,439</td>
</tr>
<tr>
<td>Total</td>
<td>6,403</td>
<td>5,023</td>
<td>6,271</td>
</tr>
</tbody>
</table>

*Benefits included

Dollars in thousands
Athletics Division Budget Overview

**FY21-22**

- Self-Supported 71%
- State-Supported 29%
- Fundraising/Donation 12%
- IRA-Athletics 59%

---

Athletics Division Budget Overview - Positions

<table>
<thead>
<tr>
<th>Positions</th>
<th>21-22 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaches</td>
<td>18.0</td>
</tr>
<tr>
<td>MPP</td>
<td>2.6</td>
</tr>
<tr>
<td>Staff</td>
<td>9.7</td>
</tr>
<tr>
<td>Total</td>
<td><strong>30.3</strong></td>
</tr>
</tbody>
</table>
Athletics Budget Overview – Longer-term Planning

• Enrollment drives IRA Fee revenue which will impact available resources to fund program operations.
• No IRA-Athletics fee increase since 2010

Member Dialogue

At this time, questions from UBC voting and non-voting members only.
## Enrollment Update: CY 2022-23

### University Budget Committee and Campus Leadership Forum
May 19, 2022

By Sutee Sujitparapitaya  
Associate Provost, Institutional Analytics

Katie Lynch  
Senior AVP, Enrollment Management

Lori Beth Way  
Dean, Undergraduate Education and Academic Planning

### Spring Enrollment (Headcount) Trends

<table>
<thead>
<tr>
<th></th>
<th>S20</th>
<th>S21</th>
<th>S22</th>
<th>Trend</th>
<th>$21 vs. $22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Students</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st Time Freshmen</td>
<td>52</td>
<td>47</td>
<td>107</td>
<td>60</td>
<td>128%</td>
</tr>
<tr>
<td>New UG Transfers</td>
<td>954</td>
<td>1,250</td>
<td>1,191</td>
<td>59</td>
<td>-5%</td>
</tr>
<tr>
<td>New Pbac</td>
<td>79</td>
<td>77</td>
<td>52</td>
<td>25</td>
<td>-32%</td>
</tr>
<tr>
<td>1st Time Graduates</td>
<td>236</td>
<td>339</td>
<td>230</td>
<td>109</td>
<td>-32%</td>
</tr>
<tr>
<td>Total</td>
<td>1,321</td>
<td>1,713</td>
<td>1,580</td>
<td>133</td>
<td>-8%</td>
</tr>
<tr>
<td><strong>Continuing Students</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduates</td>
<td>22,840</td>
<td>20,892</td>
<td>20,043</td>
<td>747</td>
<td>-3%</td>
</tr>
<tr>
<td>2BA/Pbac</td>
<td>211</td>
<td>239</td>
<td>231</td>
<td>8</td>
<td>-3%</td>
</tr>
<tr>
<td>Graduates</td>
<td>2,419</td>
<td>2,477</td>
<td>2,609</td>
<td>132</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>25,470</td>
<td>23,608</td>
<td>22,883</td>
<td>725</td>
<td>-3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>S20</td>
<td>S21</td>
<td>S22</td>
<td>Trend</td>
<td>$21 vs. $22</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>23,846</td>
<td>22,189</td>
<td>21,341</td>
<td>728</td>
<td>-4%</td>
</tr>
<tr>
<td>2BA/Pbac</td>
<td>290</td>
<td>316</td>
<td>283</td>
<td>23</td>
<td>-10%</td>
</tr>
<tr>
<td>Graduates</td>
<td>2,655</td>
<td>2,816</td>
<td>2,839</td>
<td>23</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>26,791</td>
<td>25,321</td>
<td>24,463</td>
<td>858</td>
<td>-3%</td>
</tr>
</tbody>
</table>
CA Resident Enrollment (FTES)

- 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

For CY 2022-23, it is projected to be about 16.0% below the CO assigned target.

For the last 4 years (between 2018-19 and 2022-23), CA resident enrollment (FTEs) will decline 14.6%.

Non-CA Resident Enrollment (FTES)

- Non-CA Residents = Outside CA Students + Internationals

Non-resident enrollment continued to decline (6 out of last 7 years).

Significant declined – 17.7% in 2022-23 alone and 10.9% this year.

For the last 4 years (between 2018-19 and 2022-23), non-resident enrollment (FTEs) will decline 32.3%.
Spring 2022 Take Away

**Spring 2022 Undergraduates:**
- Incoming undergraduates flat to last year but largely due to freshman starting in the spring
- Continuing undergraduates dropped significantly due to
  - lower retention rates for juniors and seniors
  - declined in first-time freshmen and new UG transfers (3 out of last 4 years)

**Spring 2022 Graduates:**
- Declined in new graduates since the pandemic began in 2020

2022-2023 Take Away

**CA Residents:**
- For the last 4 years, CA resident FTEs is projected to decline 14.6%
- CY 2022-23 will be about 16% below the CO assigned target.

**Non-residents (Outside CA students + Internationals):**
- Non-resident enrollment continued to decline (6 out of last 7 years)
- For the last 4 years, non-resident FTEs had declined 32.3%
  - Freshman and Lower Division Transfer incoming enrollment expected to be up over last year
  - Upper Division Transfer and Graduate* incoming enrollment expected to be down

*Graduate admission cycle is still mid-cycle and numbers will change throughout summer
### Incoming Student Enrollment Efforts

- Early financial aid awards, more frequent admissions and mailed admit packets
- Explore SF State: Admitted Student Day on April 9
- Virtual GatorTalks, Financial Aid drop in hours and Ask Me Anything sessions
- Campus ambassador calling campaign to 10,393 admitted students
- Digital marketing campaigns supporting FAFSA/CADAA completion and accepting admission offers
- Population specific communications via email/text supporting FAFSA/CADAA completion and accepting admission offers
- Coordinated orientation and next step messaging
- Monitoring of key indicators to anticipate and mitigate summer melt
- Extended Accept Admission Offer deadline to June 1

### Returning Student Enrollment Efforts

- **Equity Priority #3- Credit Accumulation**
  - Think30 Campaign supported by email, text, phone calls, financial aid workshops, summer financial aid strategy, web resources and digital marketing efforts
  - Continuing students: Overall 33 students (or 0.5%) lower than last summer. Continuing undergraduates came in 8 students (or 0.1%) lower than last summer.

- **Retention Campaign**
  - Use of EAB Navigate to launch retention campaign, direct messaging regarding student holds, use of student HEERF funds to help with balances, phone calls to continuing freshman
  - 6,225 students contacted starting on 5/9 with continued communication via email, text, social and phone planned

- **Equity Priority #1- Re-enrollment**
  - 149 URM and Pell eligible students from the Fall 2020 cohort
    - 19 planning to return, 15 already registered
  - 272 Seniors here in Fall 2021 but not Spring 2022
    - 99 seniors with balances due helped with institutional HEERF funds
    - 63 planning to return, 41 already registered
Member Dialogue

At this time, questions from UBC voting and non-voting members only.

Indirect Cost (IDC) Workgroup

May 19, 2022
The IDC Workgroup Members

- Dwayne Banks, Vice Provost for Academic Resources
- Jennifer Daly, Personnel Manager, College of Liberal & Creative Arts
- Michael Goldman, Professor of Biology
- Eugene Sivadas, Dean, Lam Family College of Business (Lead)
- Elena Stoian, Executive Director, Budget Administration & Operations

IDC Workgroup Charge

- In May 2021, San Francisco State’s Academic Senate passed a “Resolution on the Transparency in Recovery and Allocation of Indirect Cost” (RS21-422), calling for “a task force of stakeholders to be convened to review the current IDC allocation policy and consider if revisions should be recommended,” and further “call[ing] on the University Budget Committee (UBC) to include IDC recovery and allocation policy as a budget literacy learning objective.”
- Indirect Cost recovery (IDC) involves stakeholders from across the campus, and its review is a necessarily cross-divisional effort. In alignment with the Academic Senate Resolution, UBC will convene a workgroup to review the university’s current policies and practices around IDC collection and allocation, alongside federal regulations relating to IDC and best practices from peer institutions, and propose recommendations for change, if warranted.
**Action Plan**

- To hold listening and fact-finding sessions
- To incorporate multiple perspectives and get a complete picture of IDC generation, allocation, and distribution policy
- To provide recommendations to the UBC on drafting an efficient and equitable policy of IDC allocation and distribution among units

**Individuals Interviewed**

- Michael Scott, AVP of Research and Sponsored Programs
- Sylvia Piao, University Controller
- Crystal Kam, CBO, CoSE and John Elia, Associate Dean, HSS
- College Deans
- Gretchen Le Buhn, Professor of Biology & Chair, University Research, Scholarship, and Creative Activities Council (URSCA)
- Faculty Focus Group with active grant recipients.
- Health Equity Institute (Research Service Organization)
- Dr. Ganesh Raman, Chancellor’s Office, AVC for Research
- Melissa Mullen, Chancellor’s Office, Director of Sponsored Programs
- Tammie Ridgell, Associate VP of University Corporation
- Grant Administrators in ORSP
- Jeff Wilson, CFO at SF State
- Joel Streicker, Director of Corporate and Foundation Relations at SF State
What is Indirect Cost (IDC) (for clarity of communication on the issue)

- Indirect cost is synonymous with overhead or facilities and administrative costs
- Every sponsored project has both direct and indirect costs
- Direct costs are those that are specifically and uniquely attributed to and billed to a particular project or activity and are allowable under the sponsoring organizations' guidelines
- Indirect costs, according to the Federal Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards issued by the Office of Management and Budget (Uniform Guidance), are those costs that are incurred for common or joint objectives, and cannot be easily and specifically identified with a particular sponsored project, an instructional activity, or any institutional activity

What is Indirect Cost (IDC) (continued)

- University indirect costs include building and equipment depreciation and use allowance; general administration; departmental sponsored programs and sponsored project administration expenses; interest; operation and maintenance expenses; library expenses; and student administration and services expenses
- IDC are not profits generated for the university; instead, they are part of the actual costs of conducting externally funded research activities on its premises. By collecting such costs from sponsors, the university is recovering its expenses
- The federal government has established what costs may be charged as direct and indirect costs
### A Grant Budget Sample

#### SFSU External Grant Support

<table>
<thead>
<tr>
<th>Academic Year</th>
<th># of Active Awards</th>
<th>Amount of Money Spent</th>
<th>IDC Collected†</th>
<th>Total Grant Dollars</th>
<th>Effective IDC rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>295</td>
<td>$20,882,908</td>
<td>$3,535,131</td>
<td>$24,418,039</td>
<td>16.9%</td>
</tr>
<tr>
<td>2016-17</td>
<td>316</td>
<td>$23,215,927</td>
<td>$3,795,538</td>
<td>$27,011,465</td>
<td>16.3%</td>
</tr>
<tr>
<td>2017-18</td>
<td>318</td>
<td>$24,295,144</td>
<td>$4,181,239</td>
<td>$28,476,383</td>
<td>17.2%</td>
</tr>
<tr>
<td>2018-19</td>
<td>312</td>
<td>$24,928,006</td>
<td>$4,451,234</td>
<td>$29,379,240</td>
<td>17.9%</td>
</tr>
<tr>
<td>2020-21*</td>
<td>322</td>
<td>$24,630,459</td>
<td>$4,494,614</td>
<td>$29,125,073</td>
<td>18.2%</td>
</tr>
</tbody>
</table>
**SFSU FY20-21 ORSP Funding by Source**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Grant Spending</th>
<th>Indirect Cost Collected ($)</th>
<th>Award Total ($)</th>
<th>Average IDC rate</th>
<th>25% of IDC returned to unit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Colleges</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHSS</td>
<td>$5,051,141</td>
<td>687,666</td>
<td>5,738,808</td>
<td>13.6%</td>
<td>171,917</td>
</tr>
<tr>
<td>CoES</td>
<td>$858,655</td>
<td>36,678</td>
<td>895,333</td>
<td>4.3%</td>
<td>9,170</td>
</tr>
<tr>
<td>CoSE</td>
<td>$11,219,077</td>
<td>2,600,622</td>
<td>13,819,699</td>
<td>23.2%</td>
<td>650,155</td>
</tr>
<tr>
<td>GCoE</td>
<td>$1,986,647</td>
<td>110,189</td>
<td>2,096,836</td>
<td>5.5%</td>
<td>27,547</td>
</tr>
<tr>
<td>LCA</td>
<td>$937,474</td>
<td>140,268</td>
<td>1,077,742</td>
<td>15.0%</td>
<td>35,067</td>
</tr>
<tr>
<td>LFCoB</td>
<td>$96,884</td>
<td>47,673</td>
<td>144,562</td>
<td>49.2%</td>
<td>11,920</td>
</tr>
<tr>
<td>CEL</td>
<td>$8,762</td>
<td>3,738</td>
<td>12,500</td>
<td>42.7%</td>
<td>934</td>
</tr>
<tr>
<td><strong>Academic Affairs and Centers &amp; Institutes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DUEAP</td>
<td>$1,234,812</td>
<td>93,866</td>
<td>1,328,677</td>
<td>7.6%</td>
<td>23,466</td>
</tr>
<tr>
<td>HEI</td>
<td>$122,935</td>
<td>56,790</td>
<td>179,725</td>
<td>46.2%</td>
<td>14,199</td>
</tr>
<tr>
<td><strong>Tiburon Campus</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Student Affairs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAEM</td>
<td>$490,974</td>
<td>48,823</td>
<td>539,797</td>
<td>9.9%</td>
<td>642</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$24,630,459</td>
<td>$4,494,614</td>
<td>$29,125,073</td>
<td>18.2%</td>
<td>$945,017</td>
</tr>
</tbody>
</table>

**Current IDC Distribution SFSU Formula**
- 25% of IDC collected from a grant goes back to the unit that generated it.
- $1.25 M to A&F
- $810K ORSP operating budget - includes ORSP small grants
- $400K Misc. required matching funds
- $75K Rent
- DTC for HEI
- Start-up funds
- $700K Romberg Tiburon Campus
FY2020-21 IDC Data by Campus Unit

<table>
<thead>
<tr>
<th>Cabinet: Academic Affairs</th>
<th>Direct Costs</th>
<th>Indirect Cost</th>
<th>Total Cost</th>
<th>25% IDC Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>96,883.70</td>
<td>47,678.64</td>
<td>144,562.34</td>
<td>11,919.66</td>
</tr>
<tr>
<td>DUEAP</td>
<td>1,234,812.36</td>
<td>93,864.72</td>
<td>1,328,677.08</td>
<td>23,466.18</td>
</tr>
<tr>
<td>Education</td>
<td>1,986,647.21</td>
<td>110,188.56</td>
<td>2,096,835.77</td>
<td>27,547.14</td>
</tr>
<tr>
<td>Ethnic Studies</td>
<td>858,655.37</td>
<td>36,678.07</td>
<td>895,333.44</td>
<td>9,169.52</td>
</tr>
<tr>
<td>Extended Learning</td>
<td>8,762.44</td>
<td>3,737.56</td>
<td>12,500.00</td>
<td>934.39</td>
</tr>
<tr>
<td>Health and Social Sciences</td>
<td>5,051,141.44</td>
<td>687,666.18</td>
<td>5,738,807.62</td>
<td>171,916.55</td>
</tr>
<tr>
<td>Health Equity Institute</td>
<td>122,935.21</td>
<td>56,795.66</td>
<td>179,730.87</td>
<td>14,198.92</td>
</tr>
<tr>
<td>Liberal and Creative Arts</td>
<td>937,473.87</td>
<td>140,268.01</td>
<td>1,077,741.88</td>
<td>35,067.00</td>
</tr>
<tr>
<td>Science and Engineering</td>
<td>11,219,077.30</td>
<td>2,600,621.55</td>
<td>13,819,698.85</td>
<td>650,155.39</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>21,516,888.90</strong></td>
<td><strong>3,777,498.95</strong></td>
<td><strong>25,294,387.85</strong></td>
<td><strong>944,374.74</strong></td>
</tr>
</tbody>
</table>

Note: The amounts listed for Science and Engineering above do not include the FY 2020-21 Estuary & Ocean Science Center (EOS) direct and indirect costs, since IDC is not returned to EOS; instead a fixed budget is allocated.

### FY2020-21 IDC Distributed Per Campus Financial System

**Revenues**

<table>
<thead>
<tr>
<th>Allocation</th>
<th>FY2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues *</td>
<td>4,445,789</td>
</tr>
</tbody>
</table>

**Allocation**

<table>
<thead>
<tr>
<th>Allocation</th>
<th>Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs Admin</td>
<td>564,747</td>
</tr>
<tr>
<td>College of Business</td>
<td>12,810</td>
</tr>
<tr>
<td>College of Science &amp; Engineer</td>
<td>663,947</td>
</tr>
<tr>
<td>Tiburon Center</td>
<td>588,000</td>
</tr>
<tr>
<td>Graduate College of Education</td>
<td>37,954</td>
</tr>
<tr>
<td>College of Ethnic Studies</td>
<td>13,021</td>
</tr>
<tr>
<td>Health and Social Sciences</td>
<td>176,545</td>
</tr>
<tr>
<td>Col of Liberal and Creative Art</td>
<td>21,991</td>
</tr>
<tr>
<td>Undergrad Ed &amp; Academic Planning</td>
<td>4,073</td>
</tr>
<tr>
<td>ORSP</td>
<td>502,200</td>
</tr>
<tr>
<td><strong>Academic Affairs Total</strong></td>
<td><strong>2,585,289</strong></td>
</tr>
<tr>
<td>Administration &amp; Finance</td>
<td>1,050,000</td>
</tr>
<tr>
<td>Student Affairs &amp; Enroll Mgmt.</td>
<td>11,564</td>
</tr>
<tr>
<td><strong>Total Distributed in FY2020-21</strong></td>
<td><strong>3,646,853</strong></td>
</tr>
<tr>
<td><strong>Variance posted in reported in FY 2021-22</strong></td>
<td><strong>798,936</strong></td>
</tr>
</tbody>
</table>

Note:
- Revenues one year in the rear
- Allocation: use the transfer in account
**Reasons for Variability in Data**

- ORSP works off a spreadsheet to capture all the collected IDC; the report is continuously updated until August crossing the fiscal period.
- ORSP is concerned about keeping spending within what is realized. Grant funding is variable.
- The campus financial system (CFS) reports on officially recorded information and does not work off an estimated spreadsheet.
- The difference between the ORSP spreadsheet and the campus official planning system is the timeline between budget planning versus IDC source allocation methodology. The current method is waiting for the final ORSP spreadsheet reconciliation and quarterly transfers to units. It is not good financial management since it doesn’t reflect the already existing carryforward balances.
- IDC Budget gets reported by mid-August with disparate budget data to CO.
## FY 2021-22 IDC Estimated Carry-Forwards

<table>
<thead>
<tr>
<th>College</th>
<th>IDC Estimated Carry-Forwards ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCA</td>
<td>136,626</td>
</tr>
<tr>
<td>GCOE</td>
<td>195,189</td>
</tr>
<tr>
<td>CHSS</td>
<td>1,180,289</td>
</tr>
<tr>
<td>COSE</td>
<td>4,023,727</td>
</tr>
<tr>
<td>LFCoB</td>
<td>43,834</td>
</tr>
<tr>
<td>COES</td>
<td>36,321</td>
</tr>
<tr>
<td>Acad. Administration</td>
<td>2,161,689</td>
</tr>
<tr>
<td>Other Academic Affairs</td>
<td>1,506,675</td>
</tr>
<tr>
<td>Undergrad Education</td>
<td>45,602</td>
</tr>
</tbody>
</table>

## Colleges IDC Policy Share

<table>
<thead>
<tr>
<th>College</th>
<th>College Split Policy</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCA</td>
<td>Retains all IDC</td>
<td>Uses it to offset research expenses for new faculty and support faculty research. Also gives up IDC to cost-share in low-IDC grants.</td>
</tr>
<tr>
<td>GCOE</td>
<td>College retains 25 percent and gives 75 percent to the department</td>
<td>Departments may give it back to the faculty.</td>
</tr>
<tr>
<td>CHSS</td>
<td>College retains 25 percent and gives 75 percent to the department</td>
<td></td>
</tr>
<tr>
<td>COSE</td>
<td>College and department splits 50-50.</td>
<td>In the Dean's Office we use it to support faculty start up packages as well as addressing equipment and infrastructure problems. The departments use these funds at their discretion but mostly in support of research efforts.</td>
</tr>
<tr>
<td>LFCoB</td>
<td>College gives it all to the department.</td>
<td>Minimal grant seeking activity. Very small amounts generated in IDC.</td>
</tr>
<tr>
<td>COES</td>
<td>Retains all IDC</td>
<td>Only small amounts generated in IDC and use it for faculty professional development.</td>
</tr>
</tbody>
</table>

IDC Within-College Allocation Approaches.
Note: Since IDC is a reimbursement of expenses incurred, it is to be noted that some colleges conduct their fiscal operations on a more centralized basis. Colleges are using IDC to cover O&E and fund staff positions.
Summary of Faculty Concerns (those most often cited)

- SF State University is an expensive place to do research, something that makes our grant proposals less competitive.
- Lack of clarity exists as it pertains to the IDC splits between colleges, departments, and PI’s.
- Lack of clarity on how a college’s share of IDC is distributed when there are co-PIs or joint projects conducted between faculty from different colleges.
- Lack of clarity regarding what expenses are covered under IDC versus direct costs.
- Lack of sufficient focus on research endeavors from SFSU’s administration.
- Lack of appreciation that research enhances student learning outcomes and is not an independent and disconnected enterprise.
- There is a perception that ORSP being a stateside enterprise makes grant-seeking more expensive and less competitive.
- Higher benefit costs make it challenging to hire post-docs and student assistants.

Summary of Faculty Concerns (continued)

- Due to restrictions on what IDC can be spent on, investigators have to spend out of pocket for purchasing office supplies and food for events.
- Grant funding, hence, IDC, is not consistent and predictable.
- So, an incentive exists for units to “save” funds for use in subsequent fiscal years. This leads to an ongoing concern that at some point in time the spending authority granted under these funds will subsequently be rescinded by the university.
- There is a perception that grant seekers are fighting against all odds to obtain grants, and university policies dampen the entrepreneurial spirit of faculty.
- Even though the policy was changed, faculty have long memories. ORSP is not appearing welcoming to small grants and grants that generated low IDC reimbursement. This constitutes an ongoing source of frustration for researchers.
Recommendations: Researchers

• Form a committee within colleges to develop and codify college specific IDC distribution policies
• Department chairs and deans should report their IDC allocations and expenditures on an annual basis to the faculty. This information should be widely disseminated within departments.
• It is important to clarify the compliance rules with respect to allowable expenditures from IDC funds (e.g., can such funds be used for office supplies that are related to research activities)
• Can Direct Costs fund office supplies related to research activities.
• Develop memorandum of understanding (MOUs) with colleagues from other departments and colleges; given that in co-authored grants, participating colleges, departments and investigators are entitled to a share of the IDC reimbursement

Recommendations: Department Chairs

• Establish a culture of transparency and disclosure, regarding IDC generation, allocation, distribution and expenditures
• Clearly explain to faculty the purpose of IDC (i.e., to reimburse the university for the cost it has incurred for administering external grants)
• Clearly communicate as to what issues maybe IDC related versus not.
• Clearly communicate the challenges faced by the university in administering grants that generated low IDC reimbursement, and the fiscal impact that has on the university
• Develop a policy that establishes clear timelines for the dispensation of IDC funds to individual investigators (based upon their share of the funds generated)
Recommendations: Department Chairs
(continued)

• Within each department a document should be created that stipulates and clarifies the role of research within a department and how such research directly benefits students; emphasize the link between research, graduation, retention rates, job placements, graduate school admissions and graduate education offerings
• Document RSCA projects that enhance the visibility of the university, and broadly distribute such information (i.e., effective marketing communications)
• Align RTP standards with grant generating expectations that are commensurate with the current and future grant submission infrastructure of the university
• Consider IDC spending and distribution as part of annual budgetary cycle for the Fiscal Year and not use it as a checking account

Recommendations: College Deans

• Ensure that researchers sign MOU’s, such that colleges, departments and individual investigator obtain their agreed upon share of IDC. This is of most importance at it pertains to the PI’s share that is obtained from another college, center, institute, RSO or department
• Create a document that clarifies the role of research within departments and how such research benefits students (e.g., its impact on retention and graduation rates)
• Align RTP standards with grant expectations and the grant infrastructure available within the university
• Provide administrative support for grants generated and administered within the colleges. The ORSP grant administrators are not office managers for the colleges
Recommendations: College Deans (continuation)

- Create a policy that differentiates grants that generate relatively low IDC rates, from those that generate higher rates. This should be a college specific policy.
- Compensate Academic Affairs and staff for additional time spent on setting up labs and other activities to get the grants going.
- Work for a grant should be distinguished from start up costs or work to renovate a lab.
- Consider IDC spending and distribution as part of annual budgetary cycle for the Fiscal Year and not use it as a checking account.

Recommendations: ORSP

- Publish information of the ORSP website of the IDC amounts generated by each college, and these amounts were spent, by category.
- On the ORSP website, define in clear and concise terms compliance issues regarding the purpose and use of IDC reimbursement.
- Create a sample MOU that collaborators may utilize for drafting agreement on the allocation of IDC shares among research from different colleges and departments.
- We all support low IDC grants. Create an explanation of the challenges of implementing grants that generate low IDC and the overall administrative cost impact of such grants but yet continue to be welcoming to such grants.
Recommendations: ORSP (continued)

• Student impact for zero IDC projects could use more clarity.
• Be realistic that foundation grants may only accrue 15 percent IDC.
• Work with Administration & Finance and Academic Resources to come up with an improved budgeting model.

Additional Work Groups (Beyond our charge)

• Workgroup to explore whether ORSP remains a stateside entity, a new or existing 501(c)(3), or some hybrid configuration.
• Elevation of AVP of ORSP to a cabinet-level position or as an extended cabinet member.
• Role of post-doctoral fellows and non-tenure-track research faculty at SF State.
• Alignment of tenure and promotion with grant ecosystem expectations.
• Campus methodology and its timing of Disbursement of IDC to Colleges.
Member Dialogue

At this time, questions from UBC voting and non-voting members only.

FY22-23 Campus Budget Planning Status

Elena Stoian
ED, Budget Administration, and Operations
• 2022-2023 Governor’s May Revision & Campus Budget Planning Process Status

FY2022-23 Governor’s May Revision

- Foster Youth Support Services
- Academic Facilities and Infrastructure
- General Fund, Operations

(In Millions)

May's Governor

- Enrollment Growth $82 million
- Undesignated $211
- Total: $292
- Less with $246 mil: $46

BOT

- Total: $135

Total: $538
### FY2022-23 Governor’s May Revision

**ONE-TIME FUNDING AT $406 MILLION**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred Maintenance And Energy Efficiency</td>
<td>$100</td>
</tr>
<tr>
<td>CSU Bakersfield Energy Innovation Center</td>
<td>83</td>
</tr>
<tr>
<td>Equipment And Infrastructure Improvements At CSU University Farms</td>
<td>75</td>
</tr>
<tr>
<td>Brawley Center in Imperial Valley At CSU San Diego</td>
<td>80</td>
</tr>
<tr>
<td>Engineering and Computer Science Innovation Hub At CSU Fullerton</td>
<td>$68</td>
</tr>
</tbody>
</table>

### FY2022-23 Governor’s May Revision

**GOVERNOR’S COMPACT PROPOSAL**

- Five Years Budget, 2022-23 Through 2026-27
- Five Percent General Fund Increase (Without The Enrollment Funding 2.85%)
- $211 To $257 Million Estimated Recurring/Year
- $1.2 Billion Recurring At 5th Year - Total Accumulation
FY2022-23 Governor’s May Revision

GOVERNOR'S COMPACT PROPOSAL GOALS

• Increasing Enrollment
• Raising Graduation Rates And Closing Graduation Gaps
• Increasing Affordability Of a CSU Education and On-campus Housing
• Workforce Development
• Technology

2022-2023 Budget Planning

SF State Budget Planning Status

• FIRST SNAPSHOT
  • Iteration 1 (Reconciled the budget plan to 2021-22 Final Base Budget-Iteration 0)
  • April 22, 2022

• SECOND SNAPSHOT
  • Iteration 2 (Units are expected to plan at the Targeted amount provided in the budget call memo)
  • May 20, 2022

• THIRD SNAPSHOT
  • Iteration 3 (Divisions record budget adjustments for new approved by the President adjustments.)
  • June 17, 2022
2022-2023 Campus Budget Planning

Budget planning framework
1. Set milestones *(adopted by UBC, November 2020)*
2. Governor’s January proposal *(released January 10, 2021)*
3. CSU/State advocacy and negotiations *(ongoing)*
4. Scenario planning *(presented at the Feb. 25th UBC)*
5. Campus planning iterations *(presented at the April 29th UBC)*
6. Governor’s May proposal
7. Final state budget
8. Final campus budget

Member Dialogue

*At this time, questions from UBC voting and non-voting members only.*
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 Gator families.

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

https://adminfin.sfsu.edu/ubc