



SAN FRANCISCO  
STATE UNIVERSITY

# University Budget Committee

May 19, 2022

## 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](mailto: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*

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## Welcome from UBC Co-Chairs

**Jennifer Summit**  
Provost & Vice President  
Academic Affairs

**Jeff Wilson**  
Vice President & CFO  
Administration & Finance

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# Share Your Thoughts

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

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## 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  
Friday, May 20, 2022  
10:00 AM – 11:00 AM via Zoom

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

*All meetings take place via Zoom*

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# 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                       |

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## Member Attendance

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# Approval of Minutes

## April 22, 2022

All past meeting minutes can be found on the UBC Webpage

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# President's Message

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## Athletics Division

May 19, 2022

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## Athletics Operation Structure/Overview

- **Revenue sources**
  - State allocation
  - I.R.A. Athletics fee (\$58 per semester)
  - Fundraising/donations

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## 2021-2022 Budget Review

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

Dollars in thousands

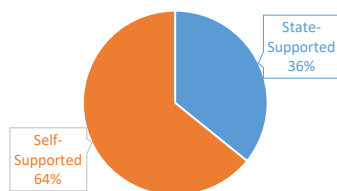
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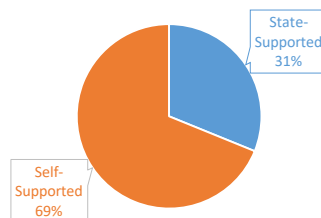
## Athletics Division Funding Structure

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

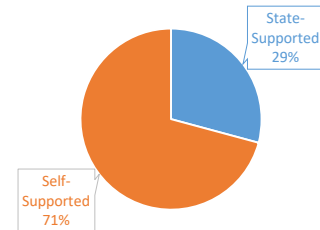
FY19-20 Budget



FY20-21 Budget



FY21-22 Budget



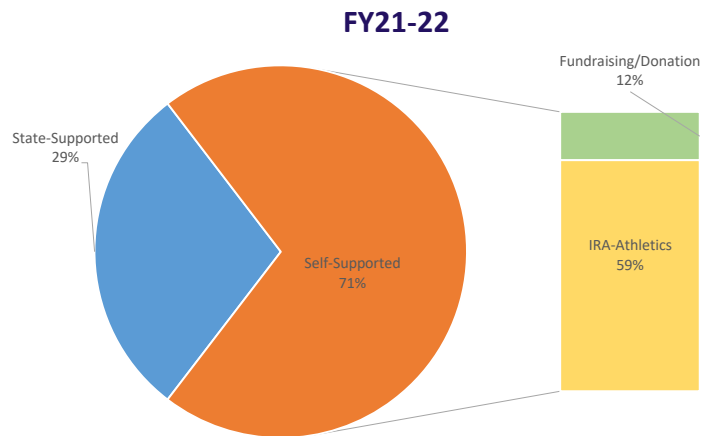
\*Benefits included

Dollars in thousands

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## Athletics Division Budget Overview



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## Athletics Division Budget Overview - Positions

Positions	21-22 Budget
Coaches	18.0
MPP	2.6
Staff	9.7
<b>Total</b>	<b>30.3</b>

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## 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

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## Member Dialogue

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

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## 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*

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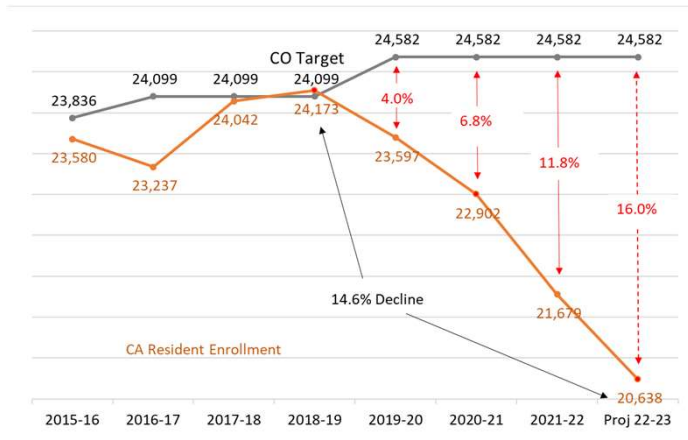
## Spring Enrollment (Headcount) Trends

New Students	S20	S21	S22	Trend	S21 vs. S22
1st Time Freshmen	52	47	107		60 128%
New UG Transfers	954	1,250	1,191		(59) -5%
New Pbac	79	77	52		(25) -32%
1st Time Graduates	236	339	230		(109) -32%
Total	1,321	1,713	1,580		(133) -8%
Continuing Students	S20	S21	S22	Trend	S21 vs. S22
Undergraduates	22,840	20,892	20,043		(849) -4%
2BA/Pbac	211	239	231		(8) -3%
Graduates	2,419	2,477	2,609		132 5%
Total	25,470	23,608	22,883		(725) -3%
Total	S20	S21	S22	Trend	S21 vs. S22
Undergraduates	23,846	22,189	21,341		(848) -4%
2BA/Pbac	290	316	283		(33) -10%
Graduates	2,655	2,816	2,839		23 1%
Total	26,791	25,321	24,463		(858) -3%

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## CA Resident Enrollment (FTES)

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- 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

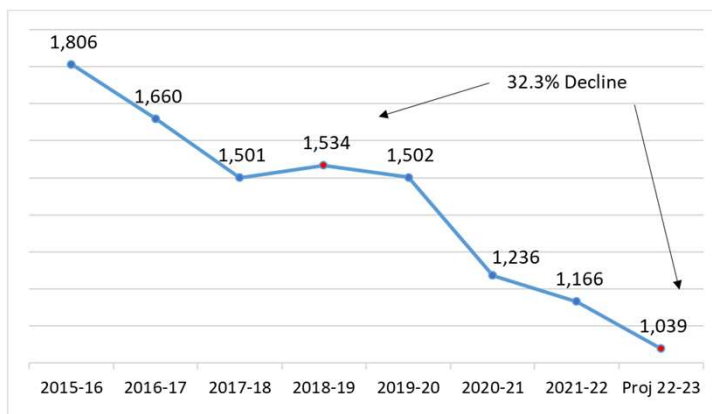
	CO Target	CA Resident FTES	% +/- CO Res Target	% Change (Year to Year)
2015-16	23,836	23,580	-1.1%	-1.5%
2016-17	24,099	23,237	-3.6%	-1.5%
2017-18	24,099	24,042	-0.2%	3.5%
2018-19	24,099	24,173	0.3%	0.5%
2019-20	24,582	23,597	-4.0%	-2.4%
2020-21	24,582	22,902	-6.8%	-2.9%
2021-22	24,582	21,679	-11.8%	-5.3%
Proj 22-23	24,582	20,638	-16.0%	-4.8%

- 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%

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## Non- CA Resident Enrollment (FTES)

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- Non-CA Residents = Outside CA Students + Internationals

	Non-Resident FTES	% Change (Year to Year)
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%
2021-22	1,166	-5.6%
Proj 22-23	1,039	-10.9%

- Non-resident enrollment continued to decline (6 out of last 7 years).
- Significant declined – 17.7% in 2022-21 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%

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## Spring 2022 Take Away

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### 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

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## 2022-2023 Take Away

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### 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

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## Incoming Student Enrollment Efforts

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- 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

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## Returning Student Enrollment Efforts

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- 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

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# Member Dialogue

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

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## Indirect Cost (IDC) Workgroup

May 19, 2022

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## 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

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## 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.

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## 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

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## 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

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## 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**

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## 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

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## A Grant Budget Sample

**SAN FRANCISCO STATE UNIVERSITY**  
BUDGET REQUEST FOR ORSP PROJECT ACCOUNT  
Californians For All College Fellowship

<b>DUEAP</b>	<b>PROJECT TITLE</b>		
COLLEGE			
Institute for Civic and Community Engagement	50310000	50310	3080
DEPARTMENT	PROJECT #	FUND	BUDGET PERIOD
Jennifer L. Gasang	Cecilia LI		02/21/2022-08/31/2023
PRINCIPAL INVESTIGATOR	GA		PROJECT PERIOD

**SOURCE OF FUNDS**

**New Award** Year 1 of 1-2

Sponsor: **California Volunteers** Award #: **CCSFRF011**

if Sub to SFSU: \_\_\_\_\_ Prime Award #: \_\_\_\_\_

CFDAR: 21.627 FIRMS: 0301-Community Service

Research Type (SEFA): **OTHER: Other Non-Research**

**USE OF FUNDS**

ACCOUNT DESCRIPTION	WAIVED	AMOUNT
<b>TOTAL FUNDS AVAILABLE</b>		<b>\$ 900,000</b>
1 REIMBURSED RELEASE TIME Salary (601828) -----	<input type="checkbox"/>	24,222
2 REIMBURSED RELEASE TIME Benefits (603818) -----	<input type="checkbox"/>	17,797
3 SUPPORT STAFF SALARY (601300) -----	<input type="checkbox"/>	85,900
4 STUDENT ASSISTANTS (601303) -----	<input type="checkbox"/>	20,294
5 FACULTY ADD'L EMPLOYMENT/ ACADEMIC SALARY (601100) -----	<input type="checkbox"/>	7,000
6 BENEFITS (603812) -----	<input type="checkbox"/>	86,205
7 INDEPENDENT CONTRACTOR (613801) -----	<input type="checkbox"/>	
8 TRAVEL (IN STATE) (606001) -----	<input type="checkbox"/>	
9 EQUIPMENT- WAIVED (615001) -----	<input type="checkbox"/>	
10 SUPPLIES & SERVICES (660003) -----	<input type="checkbox"/>	29,670
11 STIPENDS No F&A (622806) -----	<input checked="" type="checkbox"/>	280,000
12 STIPENDS Non-CSU No F&A (622807) -----	<input type="checkbox"/>	
13 TUITION & FEES (660822) -----	<input type="checkbox"/>	
14 HONORARIA (660816) -----	<input type="checkbox"/>	
15 SUBRECIPIENT w/F&A (620001) -----	<input type="checkbox"/>	
16 SUBRECIPIENT w/o F&A (620002) -----	<input type="checkbox"/>	164,000
17 Contractual Services (613001) -----	<input type="checkbox"/>	
18 In-Kind Cost Share: Contributed Benefits (603816) -----	<input type="checkbox"/>	
19 In-Kind Cost Share: Contributed IK C/S Expense (660838) -----	<input type="checkbox"/>	
20 In-Kind Cost Share: 3rd Party IK C/S Expense (660847) -----	<input type="checkbox"/>	
21 In-Kind Cost Share: IDC Offset (660850) -----	<input type="checkbox"/>	
22 INDIRECT COST RATE (662001) On-Campus Other Sponsored at <b>42.50%</b> TDC Rate		184,912
23 TOTAL BUDGETED EXPENDITURES -----		<b>\$ 900,000</b>

Base Amount: **\$ 435,088**

COMMENTS: Prepared by: \_\_\_\_\_ **This project is funded by State Fiscal Recovery Funds (SFRF).**

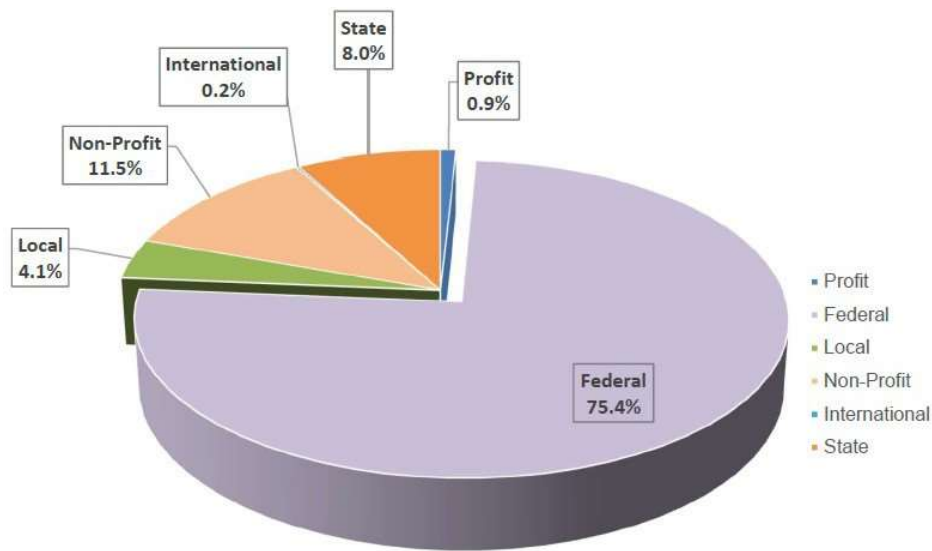
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## SFSU External Grant Support

Academic Year	# of Active Awards	Amount of Money Spent	IDC Collected†	Total Grant Dollars	Effective IDC rate
2015-16	295	\$20,882,908	\$3,535,131	\$24,418,039	16.9%
2016-17	316	\$23,215,927	\$3,795,538	\$27,011,465	16.3%
2017-18	318	\$24,295,144	\$4,181,239	\$28,476,383	17.2%
2018-19	312	\$24,928,006	\$4,451,234	\$29,379,240	17.9%
2019-20	308	\$25,049,811	\$4,306,387	\$29,356,198	17.2%
2020-21*	322	\$24,630,459	\$4,494,614	\$29,125,073	18.2%

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## SFSU FY20-21 ORSP Funding by Source



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## Grant Activity by Campus Unit FY20-21

Unit	Grant Spending	Indirect Cost Collected (\$)	Award Total (\$)	Average IDC rate	25% of IDC returned to unit
<b>Colleges</b>					
CHSS	\$5,051,141	687,666	5,738,808	13.6%	171,917
CoES	\$858,655	36,678	895,333	4.3%	9,170
CoSE	\$11,219,077	2,600,622	13,819,699	23.2%	650,155
GCoE	\$1,986,647	110,189	2,096,836	5.5%	27,547
LCA	\$937,474	140,268	1,077,742	15.0%	35,067
LFCoB	\$96,884	47,679	144,562	49.2%	11,920
CEL	\$8,762	3,738	12,500	42.7%	934
<b>Academic Affairs and Centers &amp; Institutes</b>					
DUEAP	\$1,234,812	93,865	1,328,677	7.6%	23,466
HEI	\$122,935	56,796	179,731	46.2%	14,199
Tiburon Campus	\$2,623,098	668,292	3,291,390	25.5%	Other†
<b>Student Affairs</b>					
SAEM	\$490,972	48,823	539,795	9.9%	642
<b>Total</b>	<b>\$24,630,459</b>	<b>\$4,494,614</b>	<b>\$29,125,073</b>	<b>18.2%</b>	<b>\$945,017</b>

### 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

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## FY2020-21 IDC Data by Campus Unit

Cabinet: Academic Affairs	Direct Costs	Indirect Cost	Total Cost	25% IDC Share
Business	96,883.70	47,678.64	144,562.34	11,919.66
DUEAP	1,234,812.36	93,864.72	1,328,677.08	23,466.18
Education	1,986,647.21	110,188.56	2,096,835.77	27,547.14
Ethnic Studies	858,655.37	36,678.07	895,333.44	9,169.52
Extended Learning	8,762.44	3,737.56	12,500.00	934.39
Health and Social Sciences	5,051,141.44	687,666.18	5,738,807.62	171,916.55
Health Equity Institute	122,935.21	56,795.66	179,730.87	14,198.92
Liberal and Creative Arts	937,473.87	140,268.01	1,077,741.88	35,067.00
Science and Engineering	11,219,077.30	2,600,621.55	13,819,698.85	650,155.39
<b>Grand Total</b>	<b>21,516,388.90</b>	<b>3,777,498.95</b>	<b>25,293,887.85</b>	<b>944,374.74</b>

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.

AA CoSE Dept	Direct Costs	Indirect Cost	Total Cost
Estuary & Ocean Science Center	2,623,098.49	668,291.69	3,291,390.18
<b>Grand Total</b>	<b>2,623,098.49</b>	<b>668,291.69</b>	<b>3,291,390.18</b>

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## FY2020-21 IDC Distributed Per Campus Financial System

Revenues *	FY2020-21	
	4,445,789	
Allocation	Actuals	
Academic Affairs Admin	564,747	21.8%
College of Business	12,810	0.5%
College of Science & Engineer	663,947	25.7%
Tiburon Center	588,000	22.7%
Graduate College of Education	37,954	1.5%
College of Ethnic Studies	13,021	0.5%
Health and Social Sciences	176,545	6.8%
Col of Liberal and Creative Art	21,991	0.9%
Undergrad Ed & Academic Planning	4,073	0.2%
ORSP	502,200	19.4%
Academic Affairs Total	2,585,289	<b>70.9%</b>
Administration & Finance	1,050,000	<b>28.8%</b>
Student Affairs & Enroll Mgmt.	11,564	<b>0.3%</b>
Total Distributed in FY2020-21	3,646,853	
Variance posted in reported in FY 2021-22	798,936	

Note:  
Revenues one year in the rear  
Allocation: use the transfer in account

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## Administration & Finance IDC Share

Services	%
Budget & Labor cost distribution	11%
IT	7%
Fiscal	15%
Procurement	7%
Accounts Payable	15%
HR	44%

BAO website <https://budget.sfsu.edu/budget-process-cost-recovery>  
provides additional documentation about the services outlined in summary above;

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## 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.

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## FY 2021-22 IDC Estimated Carry-Forwards

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

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## Colleges IDC Policy Share

College	College Split Policy	Comments
LCA	Retains all IDC	Uses it to offset research expenses for new faculty and support faculty research. Also gives up IDC to cost-share in low-IDC grants.
GCOE	College retains 25 percent and gives 75 percent to the department	Departments may give it back to the faculty.
CHSS	College retains 25 percent and gives 75 percent to the department	
COSE	College and department splits 50-50.	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.
LFCoB	College gives it all to the department.	Minimal grant seeking activity. Very small amounts generated in IDC.
COES	Retains all IDC.	Only small amounts generated in IDC and use it for faculty professional development.

### 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.

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## Summary of Faculty Concerns (those most often cited)

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- 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

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## Summary of Faculty Concerns (continued)

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- 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.

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## 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

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## 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)

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## Recommendations: Department Chairs (continued)

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- 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 distribution 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

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## Recommendations: College Deans

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- 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

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## 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.

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## 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.

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## Recommendations: ORSP (continued)

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- 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.

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## Additional Work Groups (Beyond our charge)

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- 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.

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# Member Dialogue

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

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## FY22-23 Campus Budget Planning Status

Elena Stoian

ED, Budget Administration, and Operations

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## AGENDA

San Francisco State  
Administration & Finance

- 2022-2023 Governor's May Revision & Campus Budget Planning Process Status

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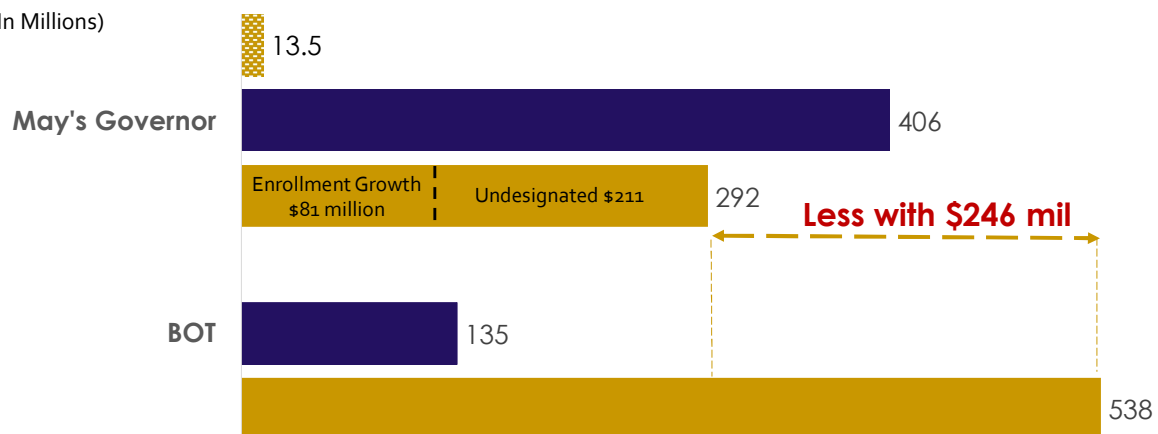
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## FY2022-23 Governor's May Revision

San Francisco State  
Administration & Finance

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

(In Millions)



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## FY2022-23 Governor's May Revision

San Francisco State  
Administration & Finance

### ONE-TIME FUNDING AT \$406 MILLION

Deferred Maintenance And Energy Efficiency	\$100
CSU Bakersfield Energy Innovation Center	83
Equipment And Infrastructure Improvements At CSU University Farms	75
Brawley Center in Imperial Valley At CSU San Diego	80
Engineering and Computer Science Innovation Hub At CSU Fullerton	\$68

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## FY2022-23 Governor's May Revision

San Francisco State  
Administration & Finance

### 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 5<sup>th</sup> Year - Total Accumulation

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## FY2022-23 Governor's May Revision

San Francisco State  
Administration & Finance

### 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

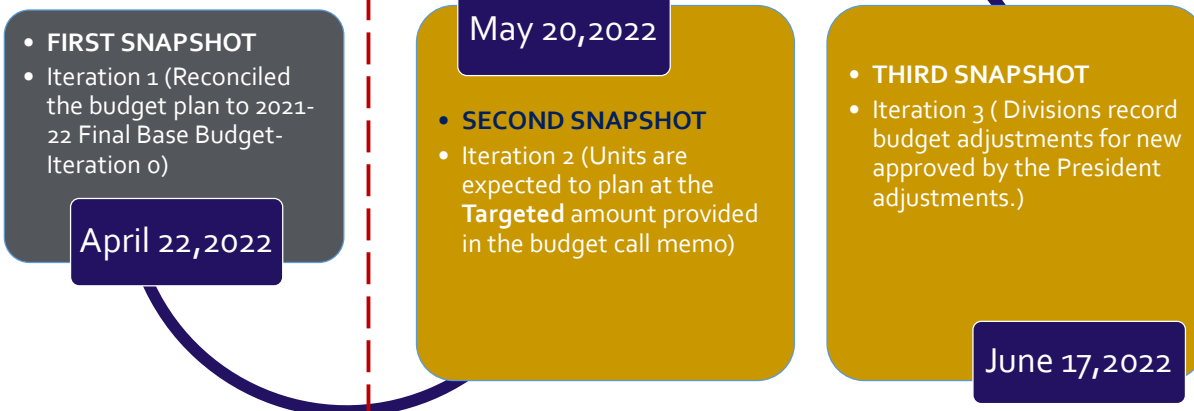
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## 2022-2023 Budget Planning

San Francisco State  
Administration & Finance

### SF State Budget Planning Status



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## 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

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## Member Dialogue

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

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# 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



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*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>

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