



SAN FRANCISCO
STATE UNIVERSITY

University Budget Committee

May 18, 2023

Welcome!

UBC guests: Please ensure your full name shows

- ◆ Please use the “raise hand” function for questions
- ◆ We’ll do our best to address questions posted in the Chat
 - ◆ Public forum begins at approximately 11:40 AM
- ◆ Today’s presentations will be posted to the UBC webpage soon

first UBC meeting of Fall 2023 semester:

Thursday, August 31, 2023, 10:00 AM – 12:00 PM via Zoom

Welcome

from UBC Co-Chairs

Amy Sueyoshi
Provost & Vice President
Academic Affairs

Jeff Wilson
CFO & Vice President
Administration & Finance

Share Your Thoughts

UBC Meetings

Attend and participate in the public forums

UBC Office Hours

Attend a UBC member peer-hosted Office Hour on Fridays after UBC

By Email

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

Friday, May 19, 2023

Faculty & MPP: 11:00 AM – 12:00 PM

Staff: 11:00 AM – 12:00 PM

RSVP to: ubc@sfsu.edu

All meetings take place via Zoom

AGENDA

Welcome/Office Hours/Agenda Review

Sueyoshi

Member rollcall (and new member welcome)

UBC coordinator

Minutes Approval (UBC Apr. 2023 meeting)

Sueyoshi

President's Message

Mahoney

SF State Budget Update

Wilson

Designated Balances, Reserves and
Carryforwards draft Policy; 2nd reading

Wilson

AGENDA

BREAK (5 min)

Cost Recovery (Chargeback) Governance committee update	Hulick
Divisional Budget Strategies: Academic Affairs	Banks
Alternative Revenue working group update	Wilson
Divisional Budget Strategies: University Enterprises	Porth
Public Forum	ALL

Member Rollcall

UBC Member Updates

UBC new members beginning Fall 2023:

Staff rep members:

- Jennifer Daly, CLCA, Academic Affairs
- David Miller Shevelev, University Advancement
- Dylan Mooney, CHSS, Academic Affairs

Faculty rep member:

- Mari Hulick, School of Design, CLCA

Dean member:

- Eugene Sivadas, Lam Family College of Business

Student members:

- Associated Students President (TBA)
- Associated Students VP of Finance (TBA)

New member seats, ex officio:

- College Business Officer
- Staff Council Chair

Departing members:

Thank you for your service to this committee:

- Steven Lee, student (*graduating – congratulations!*)
- Mary Menees, staff
- Mea Montañez, student (*graduating – congratulations!*)
- Lufei Ruan, faculty

UBC co-chairs wish to extend thanks and appreciation to all our incoming, current and outgoing committee members who volunteer their time to help make important budgetary decisions and recommendations for the good of our university's mission.

UBC members are staff, faculty, students and administrators who share their learning with and bring feedback from our campus community, and we are deeply grateful for their commitment to budget transparency and financial literacy.

Approval of Minutes

from UBC meeting April 20, 2023

All past meeting minutes can be found on the UBC Webpage

President's Message

Questions for President Mahoney?

SF State Budget Update

Jeff Wilson

CFO & Vice President
Administration & Finance

FY 2023-24 GOVERNOR'S MAY REVISION

(in million)

California State University	January	May
Compact (5% Base Increase)	\$227	\$227
Debt Service	\$27	\$91
Total	\$254	\$318

Member questions/comments

Policy for Carryforward, Designated Balances, and Reserves

Jeff Wilson

CFO & Vice President
Administration & Finance

Carryforward, Designated Balances, and Reserves

Why is the policy necessary?

- Policy sets expectations for how carryforward and reserves are managed at the unit level and division level.
- Policy aligns SF State's reporting and uses with CSU reporting and uses structure for consistency across reporting portals.

Carryforward, Designated Balances, and Reserves

Why is the policy necessary?

- Policy promotes transparency and clarity for how carryforwards are used.
- Policy discourages unnecessary accumulation of carryforwards.
- Policy discourages long-term reliance on carryforwards for recurring costs.

Carryforward, Designated Balances, and Reserves

Changes from prior document:

- (1) Removed “generally” from **Line 31**.
- (2) Added clarifying statement in **Line 253** that policy is not retroactive and does not apply to carryforwards accumulated before this fiscal year.

Member discussion
on the
draft Policy for Carryforward,
Designated Balances, and Reserves

Guest questions
for the
draft Policy for Carryforward,
Designated Balances, and Reserves

Member vote/rollcall

5 Minute Break

Cost Recovery (Chargeback) Governance Committee

Mari Hulick

committee member

Director, School of Design and
Professor, Visual Communication Design, CLCA

Cost Recovery (formerly Chargeback)

Cost Recovery (Chargeback) Governance Committee Charge

The Vice President of Administration & Finance and CFO should create and convene a cross-divisional committee to focus on chargeback practices and procedures. The committee should also focus on intra-divisional delivery of products and services that advance SF State's academic mission.

Cost Recovery (formerly Chargeback)

This policy will:

- 1. Define the basic services provided by general fund and auxiliary enterprise (self-support) units to determine which direct costs should be funded by the base budget versus which should be funded through cost recovery;**
- 2. Inform how cost recovery is calculated, estimated, charged and recorded;**
- 3. Provide more transparency, collaboration and cross-campus engagement around cost recovery; and**
- 4. Provide a common language and implementation of the delineation, alignment, and understanding of goods and services subject to cost recovery, as opposed to those not subject to cost recovery.**

Cost Recovery (formerly Chargeback)

Current Timeline

1. April 24: Policy was announced and distributed
2. April 24 – May 23: Public review and comment period
3. During May: Committee reviews and integrates comments
4. Early June: Committee delivers policy to VP Jeff Wilson

Cost Recovery (formerly Chargeback)

Access the Policy and Leave Feedback

Review the Draft Policy on the Administration and Finance Website

<https://adminfin.sfsu.edu/draft-under-review>

The draft policy is under:

Cost Recovery Governance Committee | Cost Recovery Policy

Share feedback through the link on the page

Member questions/comments

Divisional Budget Strategies: **Academic Affairs**

Dwayne Banks
Vice Provost
Academic Resources

Academic Affairs

FY2023-2024

General Fund Budget Planning

(Working Budget, 18 May 2023)

Academic Affairs

Academic Affairs

Division-Level Aggregate Proposed Budget
And Personnel (FTE) Requirements

Academic Affairs Budget Units

Office of the Provost
Lam Family College of Business
College of Ethnic Studies
Graduate College of Education
College of Health and Social Sciences
College of Liberal and Creative Arts
College of Science and Engineering
College of Professional Studies & Global
Education
Division of Undergraduate Education and
Academic Planning

Division of Graduate Studies and Career
Development
J. Paul Leonard Library
Academic Resources
Faculty Affairs
Office of Research and Sponsored Programs
Institutional Analytics
Academic Senate

Academic Affairs (Summary Budget)

FY2022-2023 and FY2023 – 2024 Budget Planning

in thousands of dollars

	FY2022-23 Budget	FY2023-24 Working Budget	FY23 Budget to FY22 Budget % Changes	Difference in Budgeted Amounts
Revenues	(\$3,083)	(\$3,347)	8.6%	\$264
Salaries and wages	163,842	161,651	-1.3%	-2,191
Operating Expenses*	481	557	15.8%	76
Total	\$161,240	\$158,861	-1.5%	-\$2,379

*Total operating expenses, in addition to those cited her, for the division are funded outside of the general fund budget through the use of carryforward funds

Academic Affairs (Personnel Summary)

FY2022-2023 and FY2023 – 2024 Budget Planning

Labor Category	FY2021-22 Budget (FTE)	FY2022-23 Budget (FTE)	PFY2023-24 Budget (FTE)	FY2023-24 to FY2022-23 (%Change)
T/TT Faculty	716.68	711.72	698.09	-1.9%
Lecturer Faculty	486.34	453.55	405.05	-10.7%
Department Chairs	31.50	30.98	32.30	4.3%
MPP	61.00	57.00	58.92	3.4%
Staff	455.77	418.45	421.69	.08%
Totals	1,741.29	1,671.70	1,616.05	-3.3%

Academic Affairs

Colleges

General Operating Fund Budget Proposals
And Personnel (FTE)

Lam Family College of Business

FY2022-2023 and FY2023-2024 Budget Planning

in thousands of dollars

	FY2022-23 Budget	FY2023-24 Working Budget	FY23 Budget to FY22 Budget % Changes	Difference in Budgeted Amounts
Revenues	(\$200)	(\$200)	0.0%	\$0
Salaries and wages	20,514	19,806	-3.5%	-708
Operating Expenses	0	0	---	0
Total	\$20,314	\$19,606	-3.5%	-\$708

*Operating expenses are budgeted outside of the general through the use of carryforward funds

Lam Family College of Business

(Personnel Summary)

FY2022-2023 and FY2023-2024 Budget Planning

Labor Category	FY2022-23 Budget (FTE)	PFY2023-24 Budget (FTE)	FY2023-24 to FY2022-23 (%Change)
T/TT Faculty	104.24	99.20	-4.8%
Lecturer Faculty	30.54	28.51	-6.6%
Department Chairs	4.28	4.60	7.5%
MPP	5.00	5.00	0.0%
Staff	22.00	19.00	-13.6%
Totals	166.06	156.31	-5.9%

College of Ethnic Studies

FY2022-2023 and FY2023-2024 Budget Planning

in thousands of dollars

	FY2022-23 Budget	FY2023-24 Working Budget	FY23 Budget to FY22 Budget % Changes	Difference in Budgeted Amounts
Revenues	(\$0)	(\$0)	---	\$0
Salaries and wages	9,615	9,364	-2.6%	-251
Operating Expenses*	0	0	---	0
Total	\$9,615	\$9,364	-2.6%	-\$251

*Operating expenses are budgeted outside of the general through the use of carryforward funds

College of Ethnic Studies

(Personnel Summary)

FY2022-2023 and FY2023-2024 Budget Planning

Labor Category	FY2022-23 Budget (FTE)	PFY2023-24 Budget (FTE)	FY2023-24 to FY2022-23 (%Change)
T/TT Faculty	37.80	38.20	1.1%
Lecturer Faculty	48.27	45.06	-6.6%
Department Chairs	1.80	1.80	0.0%
MPP	3.00	3.00	0.0%
Staff	15.00	15.50	3.3%
Totals	105.87	103.56	-2.2%

Graduate College of Education

FY2022-2023 and FY2023-2024 Budget Planning

in thousands of dollars

	FY2022-23 Budget	FY2023-24 Working Budget	FY23 Budget to FY22 Budget % Changes	Difference in Budgeted Amounts
Revenues	(\$1,044)	(\$1,032)	-1.1%	-\$12
Salaries and wages	9,009	8,931	-0.9%	-78
Operating Expenses*	281	231	0.0%	-50
Total	\$8,246	\$8,130	-1.4%	-\$116

*Additional operating expenses are budgeted outside of the general fund through the use of carryforward, dollar amounts indicated are funds earmarked for the EDDL program

Graduate College of Education (Personnel Summary)

FY2022-2023 and FY2023-2024 Budget Planning

Labor Category	FY2022-23 Budget (FTE)	PFY2023-24 Budget (FTE)	FY2023-24 to FY2022-23 (%Change)
T/TT Faculty	38.40	35.43	-7.7%
Lecturer Faculty	27.78	25.93	-6.6%
Department Chairs	3.20	3.00	-6.3%
MPP	3.00	3.00	0.0%
Staff	19.54	20.80	6.4%
Totals	91.92	88.16	-4.1%

College of Health and Social Sciences

FY2022-2023 and FY2023-2024 Budget Planning

in thousands of dollars

	FY2022-23 Budget	FY2023-24 Working Budget	FY23 Budget to FY22 Budget % Changes	Difference in Budgeted Amounts
Revenues	(\$1,185)	(\$1,449)	22.3%	\$264
Salaries and wages	22,939	21,888	-4.6%	-1,051
Operating Expenses*	0	0	---	0
Total	\$21,754	\$20,439	-6.0%	-\$1,315

*Operating expenses are budgeted outside of the general through the use of carryforward funds

College of Health and Social Sciences (Personnel Summary)

FY2022-2023 and FY2023-2024 Budget Planning

Labor Category	FY2022-23 Budget (FTE)	PFY2023-24 Budget (FTE)	FY2023-24 to FY2022-23 (%Change)
T/TT Faculty	105.80	97.60	-7.8%
Lecturer Faculty	89.56	83.60	-6.6%
Department Chairs	6.20	6.80	9.7%
MPP	3.00	3.00	0.0%
Staff	36.75	37.50	2.0%
Totals	241.31	228.50	-5.3%

College of Liberal and Creative Arts

FY2022-2023 and FY2023-2024 Budget Planning

in thousands of dollars

	FY2022-23 Budget	FY2023-24 Working Budget	FY23 Budget to FY22 Budget % Changes	Difference in Budgeted Amounts
Revenues	(\$625)	(\$625)	0.0%	\$0
Salaries and wages	45,014	43,568	-3.2%	-1,446
Operating Expenses*	0	0	---	0
Total	\$44,389	\$42,943	-3.3%	-\$1,446

*Operating expenses are budgeted outside of the general through the use of carryforward funds

College of Liberal and Creative Arts (Personnel Summary)

FY2022-2023 and FY2023-2024 Budget Planning

Labor Category	FY2022-23 Budget (FTE)	PFY2023-24 Budget (FTE)	FY2023-24 to FY2022-23 (%Change)
T/TT Faculty	245.95	243.27	-1.1%
Lecturer Faculty	129.42	120.81	-6.6%
Department Chairs	8.80	9.20	4.5%
MPP	7.00	7.92	13.1%
Staff	77.06	69.90	-9.3%
Totals	468.23	451.10	-3.7%

College of Science and Engineering

FY2022-2023 and FY2023-2024 Planning

in thousands of dollars

	FY2022-23 Budget	FY2023-24 Working Budget	FY23 Budget to FY22 Budget % Changes	Difference in Budgeted Amounts
Revenues	(\$0)	(\$0)	---	\$0
Salaries and wages	34,040	34,316	.8%	276
Operating Expenses*	0	0	---	0
Total	\$34,040	\$34,316	0.8%	\$276

*Operating expenses are budgeted outside of the general through the use of carryforward funds

College of Science and Engineering (Personnel Summary)

FY2022-2023 and FY2023-2024 Budget Planning

Labor Category	FY2022-23 Budget (FTE)	PFY2023-24 Budget (FTE)	FY2023-24 to FY2022-23 (%Change)
T/TT Faculty	169.63	175.43	3.4%
Lecturer Faculty	90.86	84.82	-6.6%
Department Chairs	6.20	6.40	3.2%
MPP	7.00	7.00	0.0%
Staff	64.29	61.71	-4.0%
Totals	337.98	335.36	-0.8%

Colleges Summary Document (Summary Working Budgets)

in thousands of dollars

	FY2022-23 Budget	FY2023-24 Working Budget	FY2023 Budget to FY2022 Budget (% Change)	Difference in Budgeted Amounts
Lam Family College of Business	\$20,314	\$19,606	-3.5%	-\$708
College of Ethnic Studies	\$9,615	\$9,364	-2.6%	-\$251
Graduate College of Education	\$8,246	\$8,130	-1.4%	-\$116
College of Health and Social Sciences	\$21,754	\$20,439	-6.0%	-\$1,315
College of Liberal and Creative Arts	\$44,389	\$42,943	-3.3%	-\$1,446
College of Science and Engineering	\$34,040	\$34,316	0.8%	\$276
Totals	\$138,358	\$134,798	-2.6%	-\$3,560

Academic Affairs

Other Academic Affairs Units

General Operating Fund Budget Proposals
And Personnel (FTE)

Other Academic Affairs Units (Summary Working Budgets)

	FY2022-23 Budget	FY2023-24 Working Budget	FY2023 Budget to FY2022 Budget (% Change)	Difference in Budgeted Amounts
Provost Office/	\$556,665	\$566,640	1.79%	\$9,975
Academic Resources (AR), includes Academic Technology (AT)	\$4,043,172	\$4,217,055	4.30%	\$173,883
Division of Undergraduate Education & Academic Programs (DUEAP)	\$5,905,800	\$5,608,129	-5.04%	-\$297,671
Faculty Affairs (FA), includes CEETL	\$1,653,456	\$1,246,328	-24.62%	-\$407,128
Graduate Division (Grad), includes Career Services	\$1,992,904	\$2,179,678	9.37%	\$186,774
Institutional Analytics (IA)	\$473,406	\$610,992	28.90%	137,003
J. Paul Leonard Library	\$4,424,406	\$4,655,916	5.23%	\$231,510
Office of Research and Sponsored Programs (ORSP)	\$2,330,129	\$2,578,464	10.66%	\$248,335
Totals*	\$21,379,938	\$21,663,202	1.32%	\$283,264

*Does not include the Academic Senate budget, and Academic Affairs general fund budgeting for staff IRP requests, faculty promotions, Academic Senate Assigned Time, and Exceptional Assigned Time. The total general fund budgeted amounts for these activities for FY2023-24 have a combined total of \$2,400,024, and a combined total of \$1,501,925 for FY2022-23.

Other Academic Affairs Units

(Full-Time Equivalents by Budgeted Labor Categories)

	PROVOST (FTEs)	AR/AT (FTEs)	DUEAP (FTEs)	FA/CEETL (FTEs)	Grad/Career Services (FTEs)	IA (FTEs)	LIBRARY (FTEs)	ORSP (FTEs)
MPP	2.00	3.00	9.00	4.00	4.00	1.00	2.00	5.00
Staff	2.00	44.00	61.63	5.00	22.80	3.00	31.35	20.00
T/TT Faculty							8.0	
Lecturer Faculty			5.92				17.3	
Department Chairs							.50	
Total FTEs	4.00	47.00	76.55	9.00	26.80	4.00	59.15	25.00

Thank you.

Member discussion

Alternative Revenue Working Group

Jeff Wilson

CFO & Vice President
Administration & Finance

Alternative Revenue Working Group members 2023-2024

UBC Members

Jeff Wilson	UBC co-chair
Alaric Trousdale	Staff, SIC Chair/Academic Senate
Darlene Yee-Melichar	Faculty, CHSS
Irving Santana	Staff, CLCA
Daniel Paz Gabriner	Staff, Metro/COES
Michael Goldman	Faculty, Chair/Academic Senate
(TBA)	Student, Associated Students

Advisory Members

Teddy Albiniaik	Staff, President's Office
Larry Low	MPP, LFCOB
Chris Farmer	MPP, UCorp
Stefan Amrine	MPP, University Advancement
Alex Hwu	Dean, CPaGE
Elena Stoian	Executive Director, Budget Administration & Operations

Member discussion

Divisional Budget Strategies: **University Enterprises**

Jason Porth
Vice President
University Enterprises



SAN FRANCISCO
STATE UNIVERSITY

University Budget Committee

May 18, 2023

University Enterprises

Budget Reduction Strategies for the Glide Path

Jason Porth, Vice President

Tammie Ridgell, Associate Vice President

University Enterprises Overview

State-Supported (20)

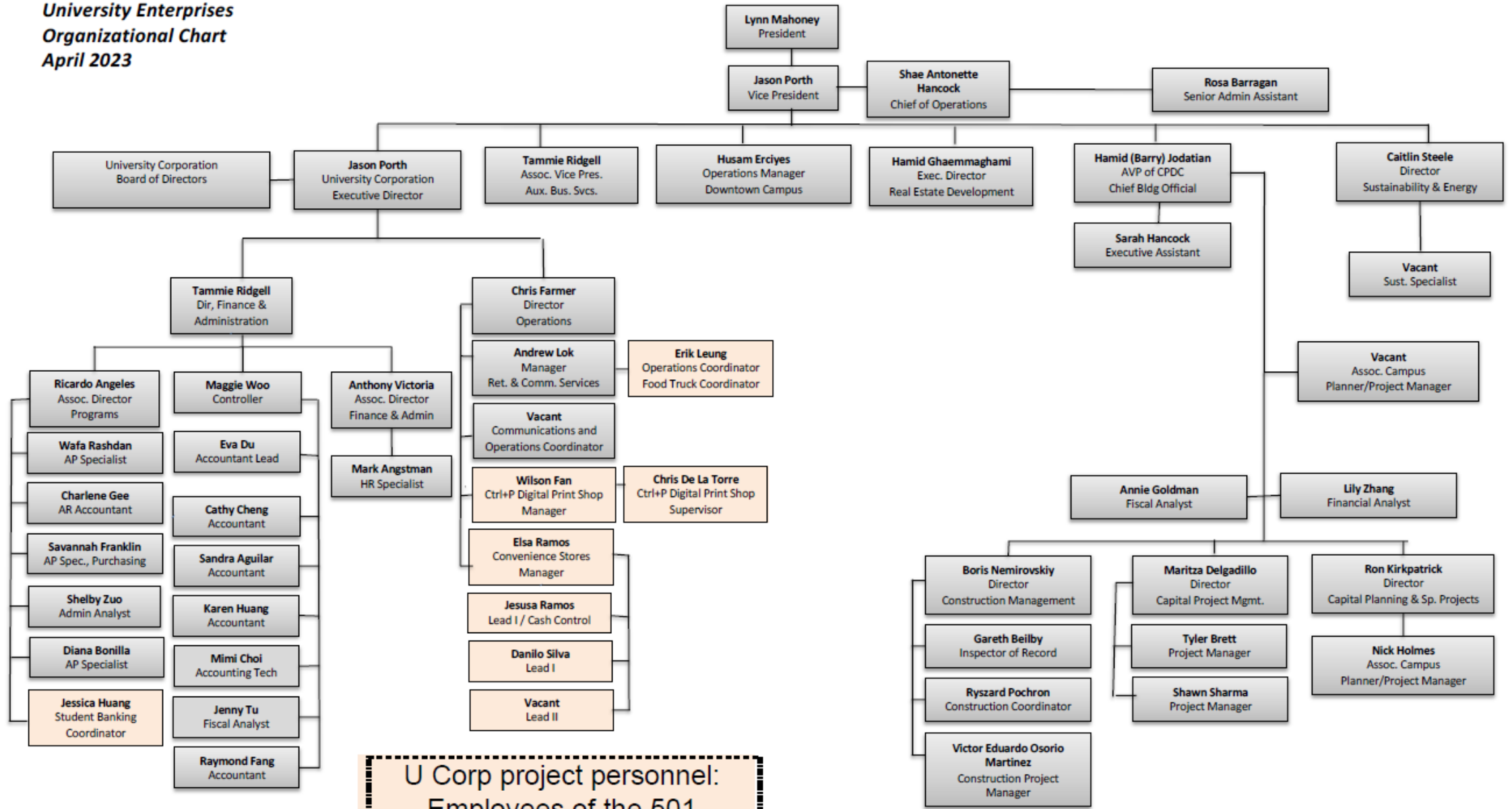
- Capital Planning, Design & Construction (14)
- Sustainability (2)
- Real Estate Development (1)
- Downtown Campus Operations (1)
- VP and COO (2)

Self-Supported (~300)

University Corporation (UCorp)

- Separate legal entity
- No GF
- U Corp reimburses State for all costs of State-side personnel (20)

**University Enterprises
Organizational Chart
April 2023**



U Corp project personnel:
Employees of the 501
(c)(3)—non-state employees

2023-2024 Budget Planning

University Enterprises	2022-23 Final w/GSI	2023-24 Target Base	Targeted Reduction
Revenues			
Salaries	2,064,652	2,002,712	(61,940)
Benefits	1,085,823	1,052,823	(33,000)
Operating Expenses	136,000	140,080	
Total	3,286,475	3,195,616	(94,940)

Strategies for Budget Reductions

- 1) Evaluate labor cost distribution (LCD)**
 - a) Ensure non-state funds are covering all they should (self-support)**

 - 2) Evaluate cost recovery approach**
 - a) Consider opportunities for operational savings**
 - b) Make best use of capital project funds**

 - 3) As vacancies occur, evaluate structure and need**
-

Cost Recovery for Capital Projects

- \$400 M in capital project allocations currently
- Some (not all) project budgets include cost recovery, which can be used to offset or cover salaries of those on projects
- While each project represents one-time funding, new projects follow completed ones.
- Allocating some staff lines to cost recovery funds--will depend on pipeline of capital projects (which is tied to both State funding and Auxiliary funding).

Thank you.

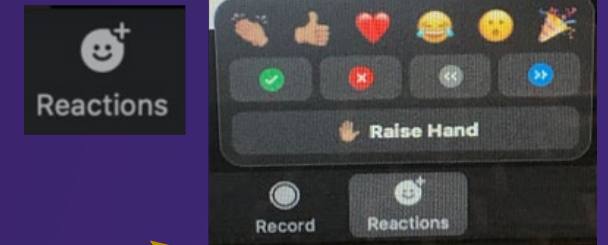
Member discussion

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 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>