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 is at approximately 11:30 AM
- Today’s presentations will be posted to the UBC webpage soon

**RSVP to ubc@sfsu.edu to attend UBC “Office Hours” tomorrow, Friday via Zoom:**
*(for Staff: 11:30AM – 12:30PM, for Faculty and MPPs, 10:00AM – 11:00AM)*

Next UBC meeting
Thursday, December 15, 2022, 10:00AM – 12:00 PM via Zoom
Welcome from UBC Co-Chairs

Amy Sueyoshi
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</td>
<td>Virtual</td>
<td><a href="mailto:UBC@sfsu.edu">UBC@sfsu.edu</a></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.sfsu.edu/ubc">https://adminfin.sfsu.edu/ubc</a></td>
</tr>
<tr>
<td>And participate in the public forum</td>
<td>UBC member &amp; peer-hosted on Fridays after UBC</td>
<td>Shared with UBC Steering Committee</td>
<td></td>
<td>Click on the Feedback and Questions button</td>
</tr>
</tbody>
</table>

[Click on the button](https://adminfin.sfsu.edu/ubc)
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**

For Staff and MPP/Faculty Sessions  
Friday, November 18, 2022  
11:30 AM – 12:30 PM via Zoom

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

All meetings take place via Zoom
AGENDA

Welcome/Office Hours/Agenda Review  
Sueyoshi

Member rollcall  
UBC staff

Minutes Approval (UBC October 2022 meeting)  
Sueyoshi

President’s Message  
Mahoney

Updates/Informational Item  
Wilson

• Carryforward and Reserves Policy (Introduction)
AGENDA

BREAK (5 min)

6. 5-year Enrollment Projections  
   Sujitparapitaya/Lynch

7. Budget Implications of Enrollment:  
   Tuition Revenue Projections  
   Wilson/Stoian

8. Process Improvement  
   Sueyoshi

Public Forum  
   ALL
Member Rolllcall
Approval of Minutes
from UBC meeting October 26, 2022

All past meeting minutes can be found on the UBC Webpage
President’s Message
Introduction: Carryforward, Reserves, and Designated Balances Policy

Jeff Wilson, Vice President of Administration & Finance and CFO
Agenda
1. Introduction and Background
2. Policy walkthrough
3. Next Steps

[Note: 2022-2023 Carryforward, Reserves and Designated Balances were presented in October’s UBC meeting]
Carryforward, Reserves, and Designated Balances

Agenda

1. Introduction and Background
2. Policy walkthrough
3. Next Steps
Introduction and Background

• Policy development occurred in 2020 with a UBC subcommittee

• President Mahoney has requested the policy effort be revived

• Policy includes strategy for campus and mechanics to align with CSU
Agenda

1. Introduction and Background
2. Policy walkthrough
3. Next Steps
Policy
Policy has four (4) sections:
1. Objective
2. Background
3. Statement
4. Review
Policy – Objective:

“to ensure designated balances, reserves, and carryforwards are administered to support San Francisco State University’s (the University, SF State) financial health, are recorded and reported transparently, and are expended according to state, CSU, and SF State regulations and policies.”
Policy – Background:

• Definitions
  - Designated Balances and Reserves
  - Carryforwards
  - Fund Balances
Carryforward, Reserves, and Designated Balances

Policy – Policy Statement:

• Campus Approach
  - Designated balances and reserves
  - Carryforwards
  - Fund Balances
  - Collective university-wide efforts
  - Authority and responsibility
Policy – Policy Statement:

• Recording and reporting designated balances and reserves
  o CSU Compliance
  o Procedures
  o Campus procedures
Policy – Policy Statement:

• Recording and Reporting Carryforwards
  ○ Campus Approach

• Recording and Reporting Fund Balances
  ○ Campus Approach
Policy – Policy Review:

Every five years or as recommended by the President or member of the University Budget Committee
Carryforward, Reserves, and Designated Balances

Agenda

1. Introduction and Background
2. Policy walkthrough
3. Next Steps (discussion)
5-year Enrollment Projections

Sutee Sujitparapitaya, Associate Provost, Institutional Analytics
Katie Lynch, Senior Associate Vice President, Enrollment Management
Incoming Undergraduate Assumptions

First-time Freshman:
• Fall 2023 will be flat with Fall 2022
• Fall 2024, Fall 2025 and Fall 2026 will show growth and resemble Fall 2019
• Spring 2023-2027 FTF will resemble Spring 2020

Lower Division Transfer:
• 20% annual growth for fall and spring semesters

Upper Division Transfer:
• Mid-point between Fall 2021 and Fall 2022 transfer- remain flat moving forward

Major Considerations:
• My Story campaign and developed strategic communication plan
• Campus tours, events, visits and return to on-site recruitment and college fair circuit
• Investment in inquiries to build prospective student pipeline
• Removal of impaction
• SF Promise/SFUSD Partnership
• Stability/Instability of recruitment staff
Continuing Undergraduate Assumptions

Increased Fall and Spring Retention
• Increase by 1% above 3-year average of fall to spring and spring to fall

Summer:
• Average of last 4 summers

Major Considerations:
• Retention Operations and CSU Equity Priority work; particularly, removal of administrative barriers
• One Stop Advising model
• Continued use of Degree Planner
• Uncertainty about return to in-person class schedules
Incoming Graduate/Post-Bac Assumptions

New Graduates and Post-Bac
• Remain flat

Major Considerations:
• My Story Campaign
• Potential for international growth
• Department coordination on timeline and capacity
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

<table>
<thead>
<tr>
<th>Year</th>
<th>CO Target</th>
<th>CA Resident FTES</th>
<th>% +/- CO Res Target</th>
<th>% Change (Year to Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>24,099</td>
<td>24,173</td>
<td>0.3%</td>
<td>0.5%</td>
</tr>
<tr>
<td>2019-20</td>
<td>24,582</td>
<td>23,597</td>
<td>-4.0%</td>
<td>-2.4%</td>
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<tr>
<td>2020-21</td>
<td>24,582</td>
<td>22,902</td>
<td>-6.8%</td>
<td>-2.9%</td>
</tr>
<tr>
<td>2021-22</td>
<td>24,582</td>
<td>21,679</td>
<td>-11.8%</td>
<td>-5.3%</td>
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<tr>
<td>Proj 22-23</td>
<td>24,582</td>
<td>20,412</td>
<td>-17.0%</td>
<td>-5.8%</td>
</tr>
<tr>
<td>Proj 23-24</td>
<td>24,582</td>
<td>20,566</td>
<td>-16.3%</td>
<td>0.8%</td>
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<tr>
<td>Proj 24-25</td>
<td>24,582</td>
<td>20,860</td>
<td>-15.1%</td>
<td>1.4%</td>
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<tr>
<td>Proj 25-26</td>
<td>24,582</td>
<td>21,145</td>
<td>-14.0%</td>
<td>1.4%</td>
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<tr>
<td>Proj 26-27</td>
<td>24,582</td>
<td>21,395</td>
<td>-13.0%</td>
<td>1.2%</td>
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</tbody>
</table>
Non-CA Resident Enrollment (FTES)

- Non-CA Residents = Outside CA Students + Internationals

<table>
<thead>
<tr>
<th>Year</th>
<th>Non-Resident FTES</th>
<th>% Change (Year to Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>1,534</td>
<td>2.2%</td>
</tr>
<tr>
<td>2019-20</td>
<td>1,502</td>
<td>-2.1%</td>
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<tr>
<td>2020-21</td>
<td>1,236</td>
<td>-17.7%</td>
</tr>
<tr>
<td>2021-22</td>
<td>1,166</td>
<td>-5.6%</td>
</tr>
<tr>
<td>Proj 22-23</td>
<td>1,158</td>
<td>-0.7%</td>
</tr>
<tr>
<td>Proj 23-24</td>
<td>1,129</td>
<td>-2.5%</td>
</tr>
<tr>
<td>Proj 24-25</td>
<td>1,134</td>
<td>0.4%</td>
</tr>
<tr>
<td>Proj 25-26</td>
<td>1,147</td>
<td>1.1%</td>
</tr>
<tr>
<td>Proj 26-27</td>
<td>1,167</td>
<td>1.7%</td>
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</table>
Budget Implications of Enrollment/Tuition Revenue Projections

Jeff Wilson, CFO and Vice President of Administration & Finance
Elena Stoian, Executive Director of Budget Administration & Operations
Scenario A: Tuition Revenue Projection

<table>
<thead>
<tr>
<th></th>
<th>FY22-23</th>
<th>FY23-24</th>
<th>FY24-25</th>
<th>FY25-26</th>
<th>FY26-27</th>
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</thead>
<tbody>
<tr>
<td>Annualized Headcounts</td>
<td>27,703</td>
<td>27,624</td>
<td>28,032</td>
<td>28,381</td>
<td>28,698</td>
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<td>Projected FTEs</td>
<td>20,412</td>
<td>20,566</td>
<td>20,860</td>
<td>21,145</td>
<td>21,395</td>
</tr>
<tr>
<td>CO Target</td>
<td>24,582</td>
<td>24,582</td>
<td>24,582</td>
<td>24,582</td>
<td>24,582</td>
</tr>
<tr>
<td>Variance to Target</td>
<td>(4,170)</td>
<td>(4,016)</td>
<td>(3,722)</td>
<td>(3,437)</td>
<td>(3,187)</td>
</tr>
<tr>
<td>( %) Variance</td>
<td>-17%</td>
<td>-16.3%</td>
<td>-15.1%</td>
<td>-14.0%</td>
<td>-13.0%</td>
</tr>
<tr>
<td>Total State Tuition Revenue</td>
<td>$143,339</td>
<td>$142,787</td>
<td>$145,080</td>
<td>$147,050</td>
<td>$148,828</td>
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</table>
Scenario A: Tuition Revenue Projection

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Budget to CO Target</th>
<th>Scenario A</th>
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</thead>
<tbody>
<tr>
<td>FY2018-19</td>
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<tr>
<td>FY2019-20</td>
<td></td>
<td>167</td>
</tr>
<tr>
<td>FY2020-21</td>
<td></td>
<td>158</td>
</tr>
<tr>
<td>FY2021-22</td>
<td>-$26M</td>
<td>159</td>
</tr>
<tr>
<td>FY2022-23</td>
<td>-$26M</td>
<td>143</td>
</tr>
<tr>
<td>FY2023-24</td>
<td>-$24M</td>
<td>143</td>
</tr>
<tr>
<td>FY2024-25</td>
<td>-$22M</td>
<td>145</td>
</tr>
<tr>
<td>FY2025-26</td>
<td>-$20M</td>
<td>147</td>
</tr>
<tr>
<td>FY2026-27</td>
<td></td>
<td>149</td>
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</table>
Scenario B: Tuition Revenue Projection

<table>
<thead>
<tr>
<th></th>
<th>FY22-23</th>
<th>FY23-24</th>
<th>FY24-25</th>
<th>FY25-26</th>
<th>FY26-27</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annualized Headcounts</td>
<td>27,703</td>
<td>27,273</td>
<td>27,438</td>
<td>27,621</td>
<td>27,822</td>
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<tr>
<td>Projected FTEs</td>
<td>20,412</td>
<td>20,253</td>
<td>20,337</td>
<td>20,478</td>
<td>20,630</td>
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<tr>
<td>CO Target</td>
<td>24,582</td>
<td>24,582</td>
<td>24,582</td>
<td>24,582</td>
<td>24,582</td>
</tr>
<tr>
<td>Variance to Target</td>
<td>(4,170)</td>
<td>(4,329)</td>
<td>(4,245)</td>
<td>(4,104)</td>
<td>(3,952)</td>
</tr>
<tr>
<td>(%) Variance</td>
<td>-17%</td>
<td>-17.6%</td>
<td>-17.3%</td>
<td>-16.7%</td>
<td>-16.1%</td>
</tr>
<tr>
<td>Total State Tuition Revenue</td>
<td>$143,339</td>
<td>$140,815</td>
<td>$141,749</td>
<td>$142,778</td>
<td>$143,917</td>
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</table>
Scenario B: Tuition Revenue Projection

(In Millions)

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>168</td>
<td>167</td>
<td>158</td>
<td>152</td>
<td>143</td>
<td>141</td>
<td>142</td>
<td>143</td>
<td>144</td>
</tr>
</tbody>
</table>

- Budget to CO Target
- Scenario B

Scott $26M
- $28M
- $27M
- $26M
- $25M
<table>
<thead>
<tr>
<th></th>
<th>Revised Budget FY2022-23</th>
<th>Fall Projection FY2022-23</th>
<th>$ Change</th>
<th>% Change</th>
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</thead>
<tbody>
<tr>
<td>General Fund Allocation</td>
<td>$220,054</td>
<td>$220,054</td>
<td>$0</td>
<td>0.0%</td>
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<tr>
<td>State University Tuition Fee</td>
<td>152,319</td>
<td>143,339</td>
<td>-8,981</td>
<td>-5.9%</td>
</tr>
<tr>
<td>Non-Resident Tuition Fee</td>
<td>11,777</td>
<td>12,202</td>
<td>425</td>
<td>3.6%</td>
</tr>
<tr>
<td>Other Higher Ed Fees</td>
<td>2,139</td>
<td>2,180</td>
<td>41</td>
<td>1.9%</td>
</tr>
<tr>
<td>Revenue From Investments</td>
<td>1,200</td>
<td>762</td>
<td>-438</td>
<td>-36.5%</td>
</tr>
<tr>
<td>Revenue Adjustments</td>
<td>7,922</td>
<td>8,219</td>
<td>297</td>
<td>3.8%</td>
</tr>
<tr>
<td><strong>Subtotal Revenue</strong></td>
<td><strong>175,357</strong></td>
<td><strong>166,702</strong></td>
<td><strong>-8,655</strong></td>
<td><strong>-4.9%</strong></td>
</tr>
<tr>
<td><strong>Total Resources</strong></td>
<td><strong>$395,411</strong></td>
<td><strong>$386,755</strong></td>
<td><strong>-$8,656</strong></td>
<td><strong>-2.2%</strong></td>
</tr>
</tbody>
</table>
Process Improvement Discussion

Amy Sueyoshi, Provost and Vice President of Academic Affairs
Public Forum
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