



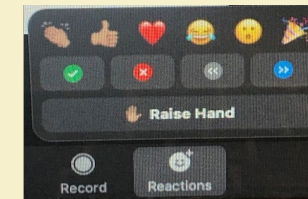
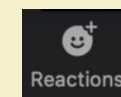
SAN FRANCISCO
STATE UNIVERSITY

University Budget Committee

Thursday, October 28, 2021

Welcome!

- UBC Members: please “rename” yourself as “Member, Name”
- UBC guests: please ensure your full name shows
- All: Please use the “raise hand” function for questions, under Reactions
- Public forum is at approx. 11:40 a.m.
- We will do our best to address questions posted in the Chat
- Today’s presentation will be posted to the UBC webpage later today



Welcome from UBC co-chairs

Jennifer Summit
Provost & Vice President
Academic Affairs

Jeff Wilson
Vice President & CFO
Administration & Finance

Today's Agenda:

- | | | |
|----|---|----------------------|
| 1. | Welcome | UBC co-chairs |
| 2. | Member rollcall | UBC staff |
| 3. | Minutes Approval (Sept 23 meeting) | VP Wilson |
| 4. | President's Message | President Mahoney |
| 5. | Transparency topic: | |
| | a. Chargebacks Pt. 2 | VP Wilson |
| | • UBC Member Dialogue | |
| | • Guest Dialogue | |
| 6. | Updates/Informational Item: | |
| | a. Enrollment update | Lynch/Parapitaya/Way |
| | b. IDC Workgroup | VP Summit |
| 7. | Presentation: | |
| | a. 2021-2022 University Budget Update | Wilson/Stoian |
| | b. 2021-2022 Academic Affairs Budget Update | Summit/Banks |
| 8. | Public Forum | |

Budget Presentations for the campus community

Presented by:
Jeff Wilson, VP & CFO
Administration & Finance

Jennifer Summit
Provost & VP, Academic Affairs



All campus employees are invited to an overview of the 2021-2022 university budget, presented by VP & CFO Jeff Wilson and Provost Jennifer Summit, covering the budget process from the State of California to CSU to San Francisco State University.

The 45-minute presentation will be offered twice, virtually:

- Thursday November 4th from 11:00 am-12:00 pm
- Friday, November 12th from 10:00 am – 11:00 am

If you would like to attend, please email ubc@sfsu.edu

Approval of September 23 Meeting Minutes

Presidents Message:

President Lynn Mahoney

Transparency Topic:

Chargebacks (Part 2)

Jeff Wilson

Vice President & CFO
Administration & Finance



UBC – Chargebacks – Part 2

October 28, 2021

Chargebacks

Contents

1. Facilities chargebacks
2. Questions about chargebacks
3. Opportunities for improvement

Chargebacks

1. Facilities Chargebacks

Facilities Services has a cost recovery process, as required by the CSU, requiring departments to pay for services that are not routine maintenance. Office moves, building a wall, hanging pictures, and moving furniture are examples of services that are not routine maintenance.

The Customer Service Center (CSC) will process the request in compliance with University procedures. You will be advised by a member of the CSC staff of the following:

- When Facilities Services staff will perform the work or
- If some or all of the work will be contracted out, Capital Planning will assign a Project Manager to be the point of contact between the Department and the approved contractor.

Chargebacks

1. Facilities Chargebacks – by department:

- Carpentry shop
- Custodial services
- Electrical shop
- Fire and life safety
- General maintenance
- Grounds
- HVAC Shop
- Lock Shop
- Paint Shop
- Plumbing Shop
- Waste Management

Chargebacks

2. Questions about Facilities chargebacks

What should be paid for by the university, and what costs are the responsibility of the college or department? Who makes these decisions?

The University pays for basic services. A detailed list of basic and rechargeable services (by department) can be found on the [Facilities Services website \(facilities.sfsu.edu\)](https://facilities.sfsu.edu), [Guide to Services](#) pages 69-72. The decision on basic and rechargeable services were previously decided using Chancellors Office guidance through policy and research on best practices among the 23 campuses.

Chargebacks

What is a clear definition of baseline services for a variety of services requested?

A detailed list of basic and rechargeable services (by department) can be found on the [Facilities Services website \(facilities.sfsu.edu\)](https://facilities.sfsu.edu), [Guide to Services](#) pages 69-72.

Chargebacks

Related to baseline services, where can departments find a list of the maintenance cycles for various items and services?

Facilities Services maintains a Computerized Maintenance Management System (CMMS) which holds *Preventative Maintenance* tasks and frequencies on many thousands of pieces of equipment and systems. Reports on specific individual equipment may be requested through the Customer Service Center using our Facilities Work Order submittal process.

Chargebacks

Why won't Facilities give a cost estimate without a chartfield (fund/department)?

A chartfield code is a required data point in Facilities Services' Work Order Management system when providing an estimate and allows Facilities Services to track requests by department and funding source. Chartfields are not charged unless the customer approves an estimate.

Chargebacks

Where can departments find accessible lists of costs for items and services?

A listing of “items” and “services” is difficult to assess. Facilities Services is looking into some basic services: hanging a white board, bolting a cabinet to a wall etc. but this would be a limited list. This is why an estimate is provided at the customer request. A list of hourly recharge rates by department can be found on [Facilities Services website \(facilities.sfsu.edu\)](https://facilities.sfsu.edu), [Guide to Services](#) page 72.

Chargebacks

Why does Facilities Services charge more for items than the department can source for much less on their own?

The CSU and its individual campuses are bound as a public entity to pay workers a prevailing wage (in line with union wages). If the sourcing is a service/contractor paying the proper wages, you will usually find that SF State in-house labor and material rates will be less than hiring a contractor for the same work.

Chargebacks

Where can departments find a weekly list of Facilities Services' work priorities instead of guessing when the services will be provided?

The Facilities Services Customer Service Center can provide updates on specific work orders including assigned priorities. A list of “Prioritization and Timelines of Service Requests” can be found on the [Facilities Services website \(facilities.sfsu.edu\)](https://facilities.sfsu.edu), [Guide to Services](#), page 65.

Chargebacks

It seems that Facilities provides overblown estimates for jobs they don't want to undertake.

Facilities Services provides estimates based on a customer request. Facilities Services staff strive to be accurate in the estimate process and take into account if in-house resources can accommodate a specific project or work order. If in-house staff cannot accomplish a project, Facilities Services will manage contracted services to complete the requested work.

Chargebacks

Facilities appear to respond to requests from administrators while that same request from staff may go unanswered.

The Customer Service Center vets submitted work orders and assigns them to a particular trade shop. The work is scheduled by the shop and should be completed based on the priority assigned and within the timeframes established.

Chargebacks

3. Opportunities for improvement

- Cross-campus chargeback governance (not common in CSU but common at other universities)
- Standardized, transparent chargeback rate calculations
- Description of work sent with recharge to chartfield
- Improved timeliness for chargeback processing and recording

Updates/Informational Item:

2021-2022 Enrollment Update

Katie Lynch

Senior Associate Vice President, Enrollment Management
Student Affairs & Enrollment Management

Sutee Sujitparapitaya

Associate Provost, Institutional Analytics
Academic Affairs

Lori Beth Way

Dean, Undergraduate Education & Academic Planning
Academic Affairs



Enrollment Update

*University Budget Committee
October 28, 2021*

*By Sutee Sujitparapitaya
Associate Provost, Institutional Analytics*

*Katie Lynch
Senior AVP, Enrollment Management*

*Lori Beth Way
Dean, Undergraduate Education and Academic Planning*

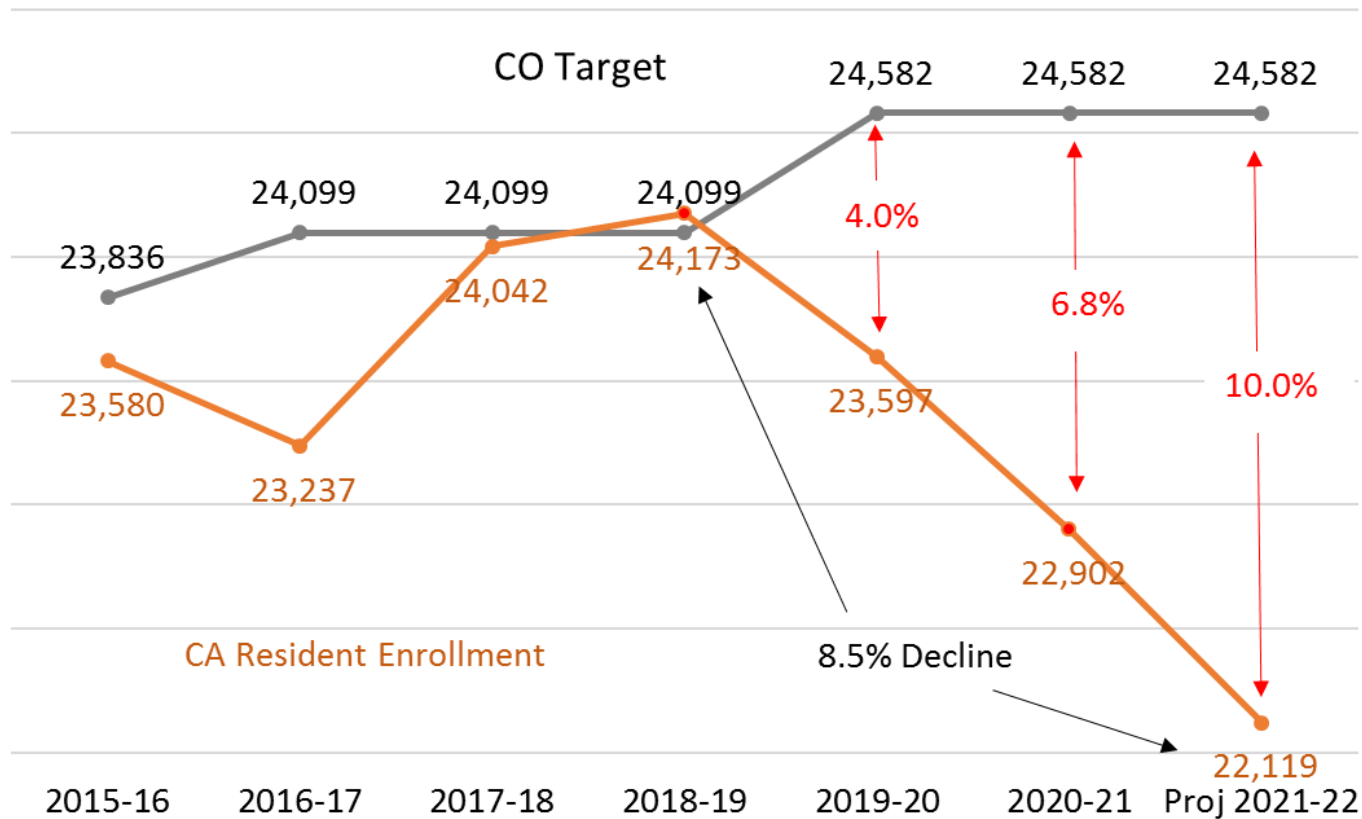
Fall Census Enrollment (*Headcount*) Trends

2

		Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	5-Fall Trend	F21 vs. F20	F21 vs. F19
New Students	1st Freshmen	4,323	4,287	3,694	2,779	3,149		13.3%	-14.8%
	New UG Transfers	3,710	3,390	3,563	3,016	2,986		-1.0%	-16.2%
	New PBac	148	173	128	122	118		-3.3%	-7.8%
	1st Graduates	976	953	926	1,033	1,079		4.5%	16.5%
	Total	9,157	8,803	8,311	6,950	7,332		5.5%	-11.8%
		Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	5-Fall Trend	F21 vs. F20	F21 vs. F19
Continuing Students	Undergrad	18,528	18,759	18,582	18,131	17,176		-5.3%	-7.6%
	2nd/Post Bac	176	194	165	206	215		4.4%	30.3%
	Graduates	1,746	1,830	1,822	1,788	1,897		6.1%	4.1%
	Total	20,450	20,783	20,569	20,125	19,288		-4.2%	-6.2%
		Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	3-Fall Trend	F21 vs. F20	F21 vs. F19
	Total	29,607	29,586	28,880	27,075	26,620		-1.7%	-7.8%

CA Resident Enrollment (*FTEs*)

3



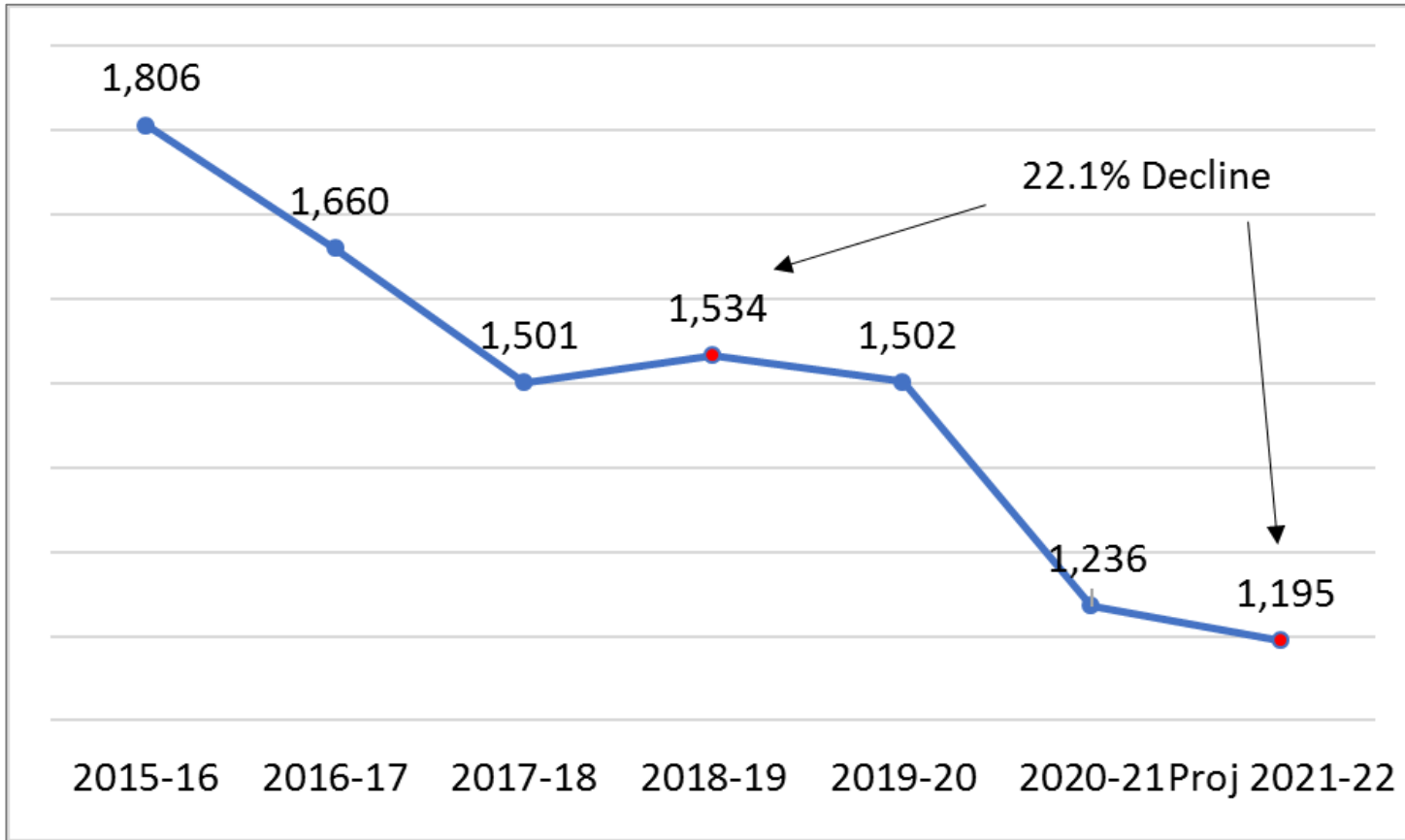
	CO Target	CA Resident FTEs	% +/- CO Res Target	% Change (Year to Year)
2015-16	23,836	23,580	-1.1%	
2016-17	24,099	23,237	-3.6%	-1.5%
2017-18	24,099	24,042	-0.2%	3.5%
2018-19	24,099	24,173	0.3%	0.5%
2019-20	24,582	23,597	-4.0%	-2.4%
2020-21	24,582	22,902	-6.8%	-2.9%
Proj 2021-22	24,582	22,119	-10.0%	-3.4%

- CA resident enrollment (FTEs) had dropped 8.5% for the last 3 years (between 2018-2019 and 2021-2022)
- Based on CY 2021-22 projection (Middle Case Scenario), we will come about 10% below the assigned target.

- 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
- CY 2021-22 Projection

Non- CA Resident Enrollment (FTES)

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	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%
Proj 2021-22	1,195	-3.3%

- Non-resident enrollment continued to decline (5 out of last 6 years).
- Significant declined – 17.7% last year alone *and* 3.3% this year.

• Non-CA Residents = Outside CA Students + Internationals

General Takeaways

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- Growth in incoming graduate and freshman undergraduates over last year
- Decline in overall continuing students as a result of smaller incoming cohorts over the last few cycles and increased number of graduates
- Incoming student growth does not counter cumulative impact of declines in student headcount
- Non-resident enrollment continues to decline
- Undergraduate recruitment and retention need to be primary focus to drive improvement

Recruitment Efforts

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- Strategic work on developing enrollment marketing campaign
- Communication plans to engage students/parents/guardians at all stages of cycle
- Hyper-local Intensive Recruitment
 - SFUSD Recruitment Plan, community engagement, CC relationship building
- Campus Visits
 - Gator Bound Saturday events through November and December
 - Admitted student opportunities
- Process and Outreach Improvements
 - Timeliness of financial aid eligibility and financial literacy opportunities
 - Identification of at risk prospects and interventions
 - Engagement of academic departments in outreach

Reenrollment Project Overview

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- Effort to reenroll students who were enrolled in spring 2021, did not return for fall 2021 and are in good academic standing
- Outreach efforts based on success of F19 cohort reenrollment project
- Coordinated outreach efforts from Undergraduate Advising, Financial Aid, Registrar, Metro, EOPP, College Success Centers and Academic Departments

Population Overview

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- Total UGRDs who did not return: 1,938
 - 22% are not in good academic standing
- Focus on students in good academic standing: 1498
 - 285 (19%) have administrative holds
 - 214 have financial holds (53 owe less than \$1,000)

GOAL: 15% (225 students)

Student Population: 1,498

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- 1,437 In-State/21 Out of State/40 International
- 581 Pell Eligible
- 717 URM
- 502 First-generation

Undergraduate Students: Cohort to University Comparison				
	Cohort Count	% of Cohort	Univ Count	% of Univ
American Indian	3	0.20%	37	0.14%
Asian	318	21.23%	5674	21.31%
Black	110	7.34%	1321	4.96%
Hispanic	604	40.32%	8453	31.75%
International	74	4.94%	1546	5.81%
Pacific Islander	5	0.33%	152	0.57%
Two or More Race	100	6.68%	1228	4.61%
Unknown	43	2.87%	1385	5.20%
White	241	16.09%	3515	13.20%
Grand Total	1498		23311	

Reenrollment Project Communication Plan

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- Kick off email to introduce effort
- Administrative Holds will be addressed by responsible department
 - Monitored weekly for resolution and pass off to academic unit
- Freshman/Sophomores will be contacted by College Success Centers
- Juniors/Seniors will be contacted by academic departments
- Follow up emails/text messaging until the start of the semester
- Welcome back event and focus groups

Updates/Informational Item:

IDC Workgroup

Jennifer Summit
Provost & Vice President
Academic Affairs

Jeff Wilson
Vice President & CFO
Administration & Finance

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. Nominations and self-nominations will be reviewed by the UBC Steering Committee.

By April 2022, the workgroup is expected to present its findings for consideration and discussion by the UBC, which will deliver recommendations to President Mahoney.

IDC Workgroup members:

Dwayne Banks
Jennifer Daly
Michael Goldman
Eugene Sivadas
Elena Stoian

Presentation Item:

2021-2022 University Budget Update

Jeff Wilson

Vice President & CFO
Administration & Finance

Elena Stoian

Executive Director
Budget Administration & Operations
Administration & Finance



University Budget Update

October 28, 2021

San Francisco State University
University Budget Committee

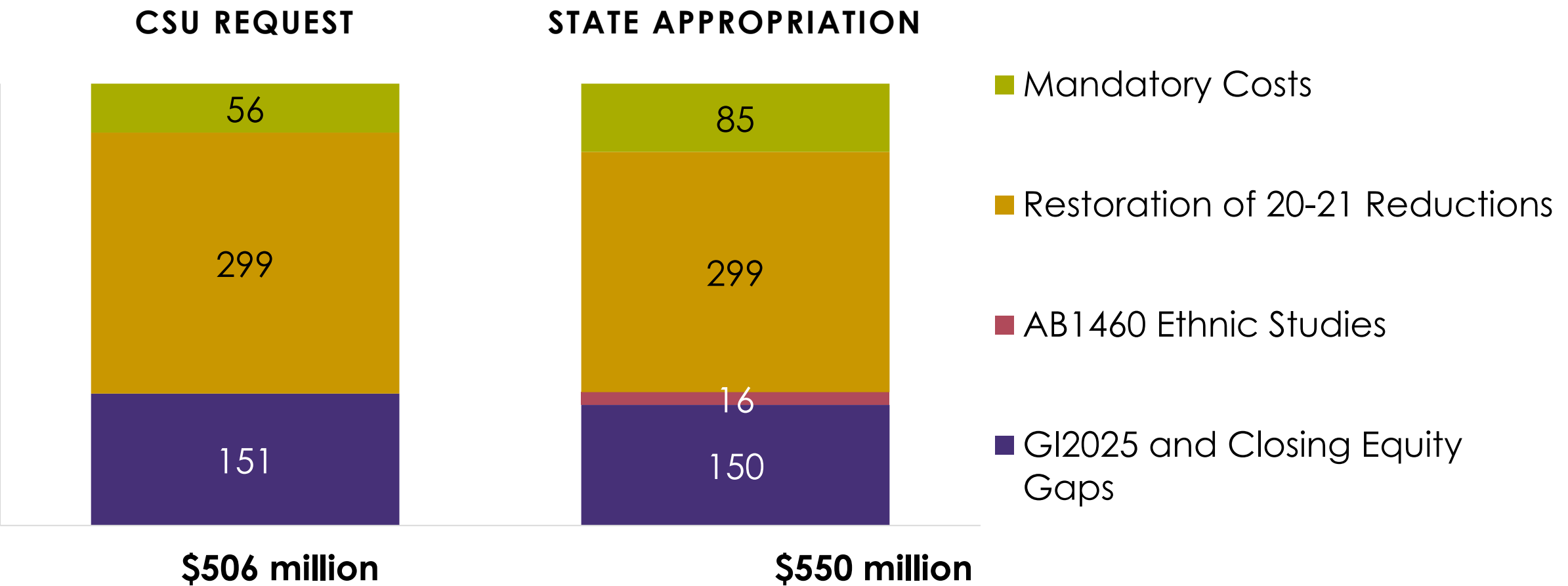
University Budget Update

2021 – 2022 Final Budget

1. CSU request to state and final state appropriation to CSU
2. CSU's incremental changes
3. SF State's incremental changes
4. SF State's resources and expenditures
5. SF State's central reserve condition
6. Useful charts

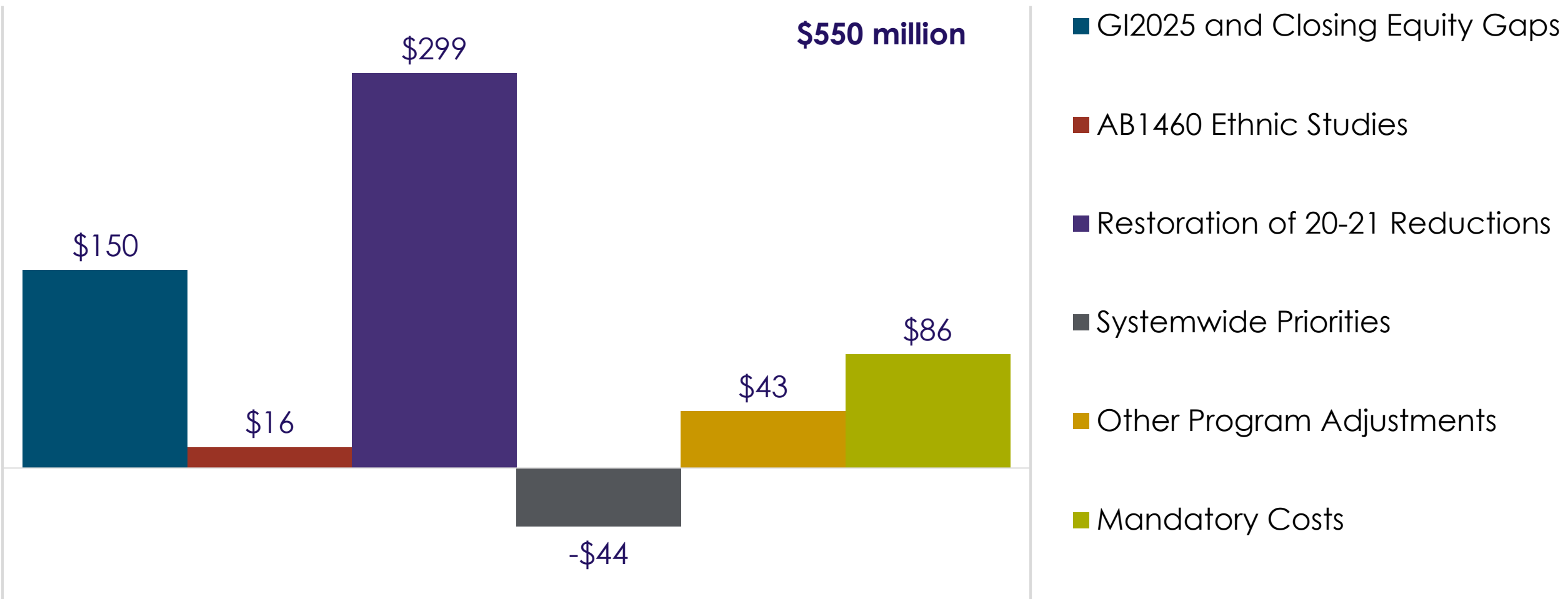
CSU Request to State and Final State Appropriation to CSU for recurring funds

CSU Increment Request and Final State Budget



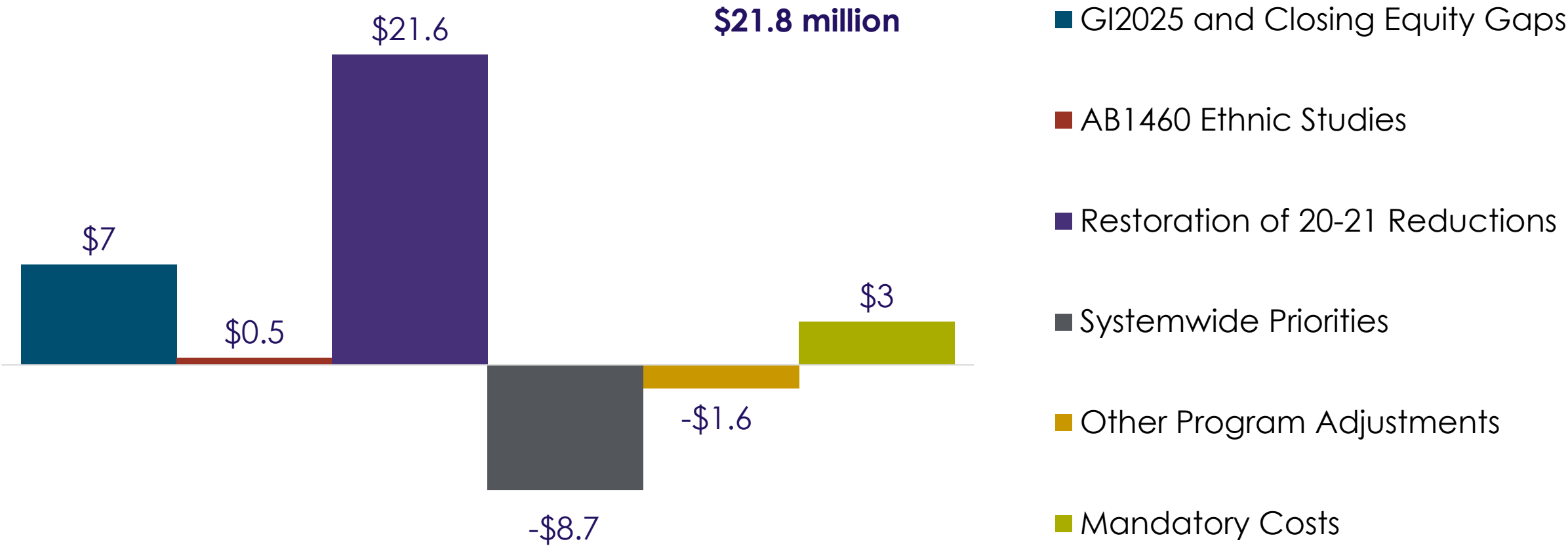
University Budget Update – SF State Final Allocation

CSU FINAL



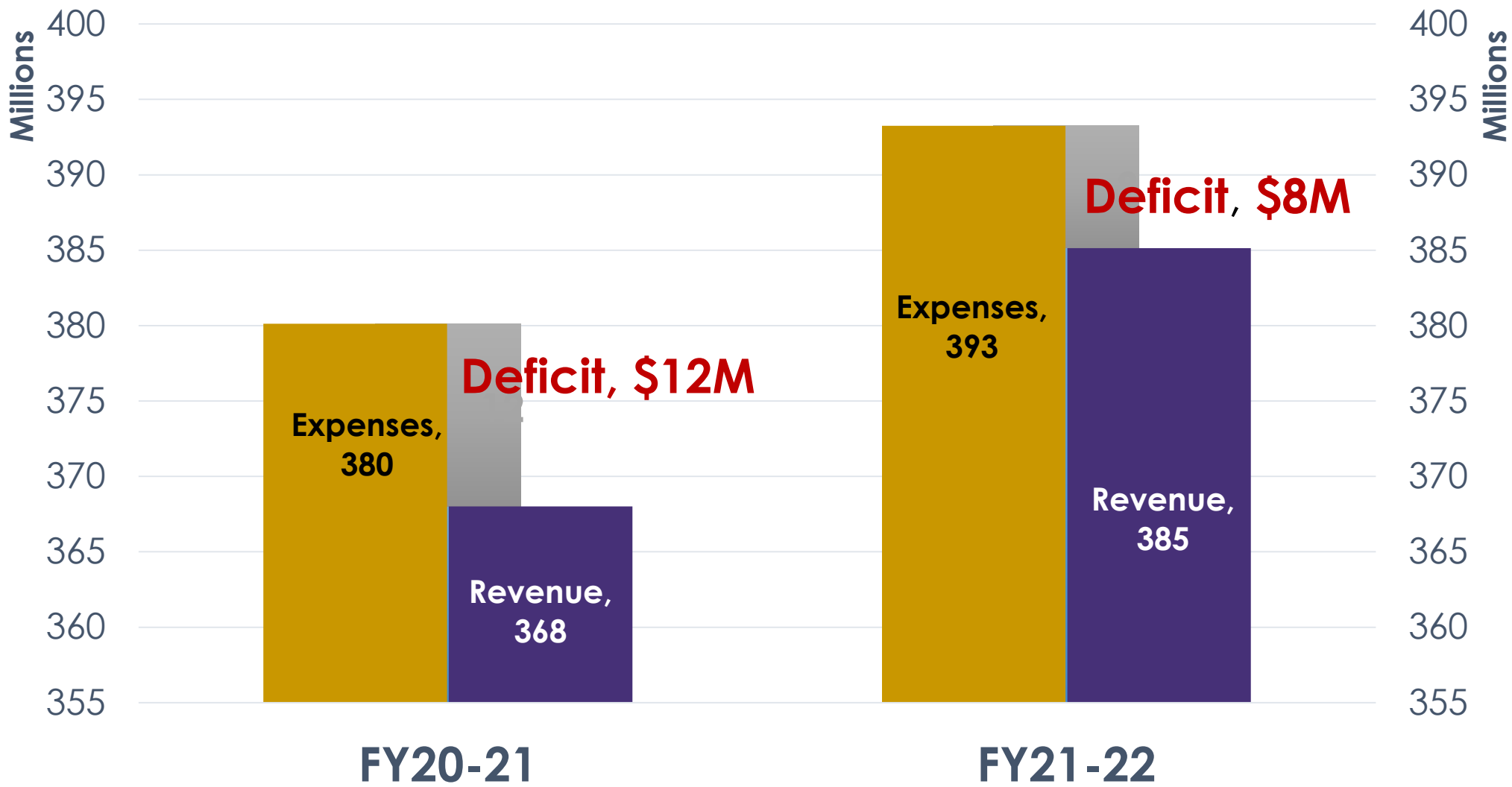
University Budget Update – SF State Final Allocation

SF STATE FINAL



FY2020-21 to FY 2021-22 Campus Budget

(In million)



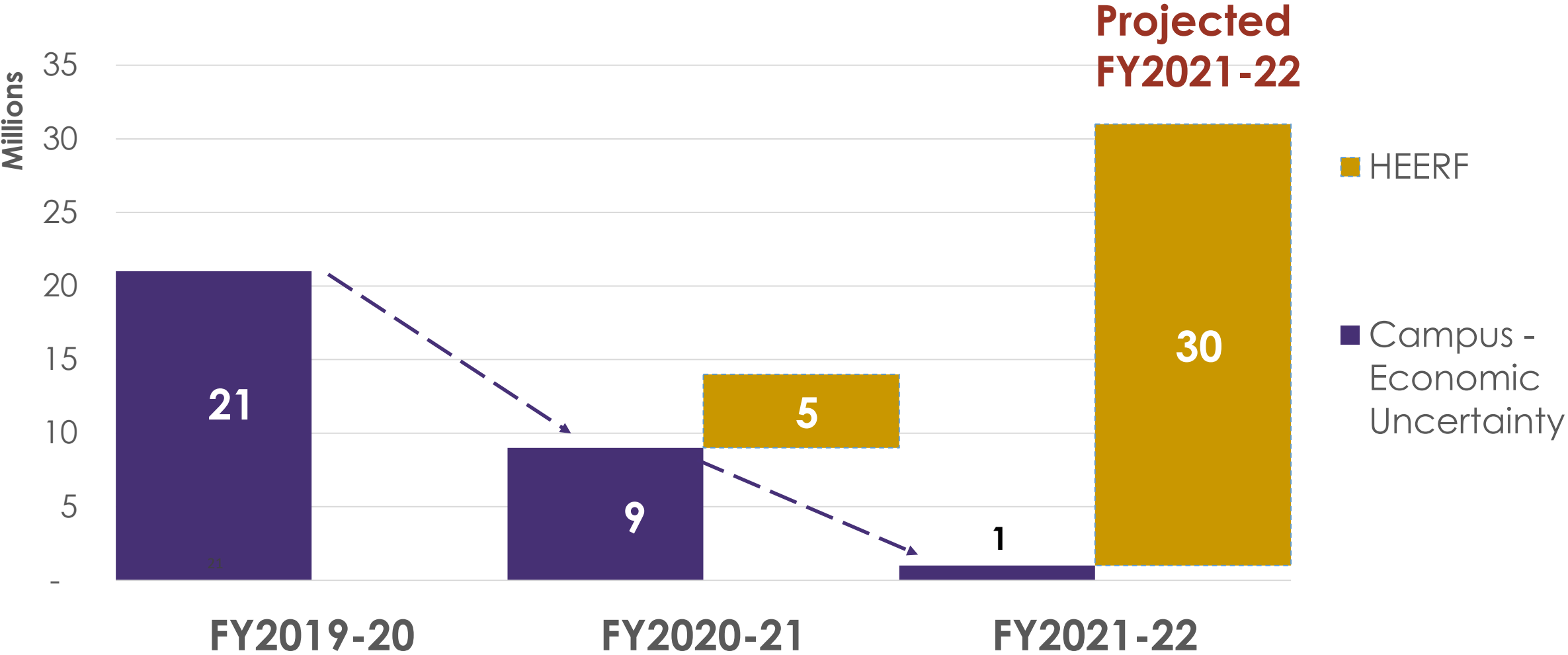
FY2020-21 to FY 2021-22 Campus Budget

(In million)

	Base Budget	Reserve	Balanced Budget
FY20-21 Campus Reserve		\$21	
FY20-21 Deficit	-\$38		
FY20-21 Strategic Actions	16		
FY20-21 Budget Deficit	-12	12	-
FY21-22 Additional Resource	4		
FY21-22 Budget Deficit	-8	8	-
Two Yrs. Use of Reserve		20	
FY21-22 Campus Reserve		\$1	

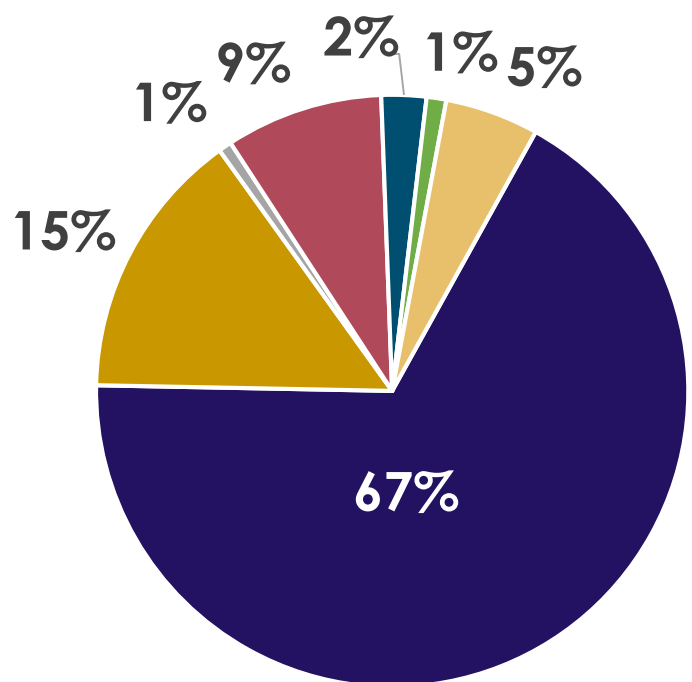
FY2019-20 to FY 2021-22 Campus Reserve Economic Uncertainty

(In million)



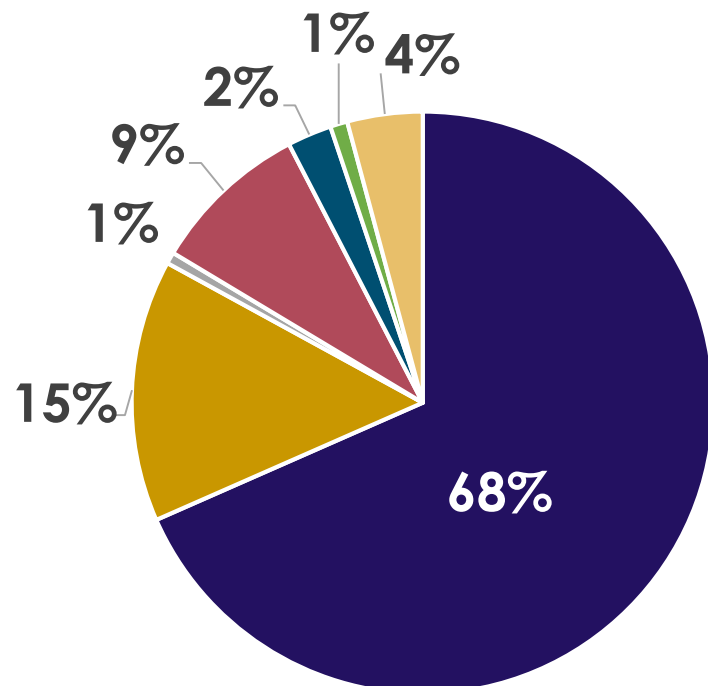
SF State Three Years Budget-Operating Expense

(In million)



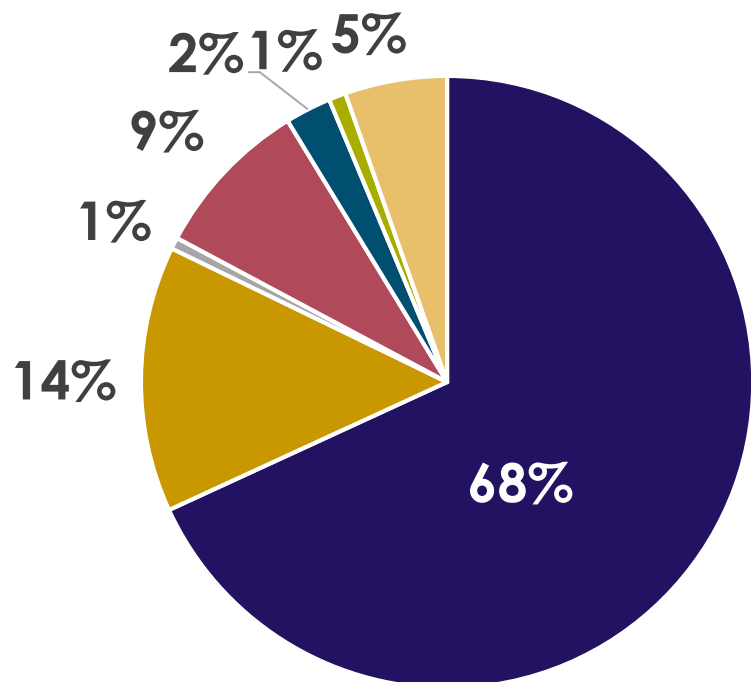
FY2019-20
\$356

- Academic Affairs
- Student Affairs & Enroll Mgmnt
- University Wide



FY2020-21
\$333

- Administration & Finance
- University Advancement



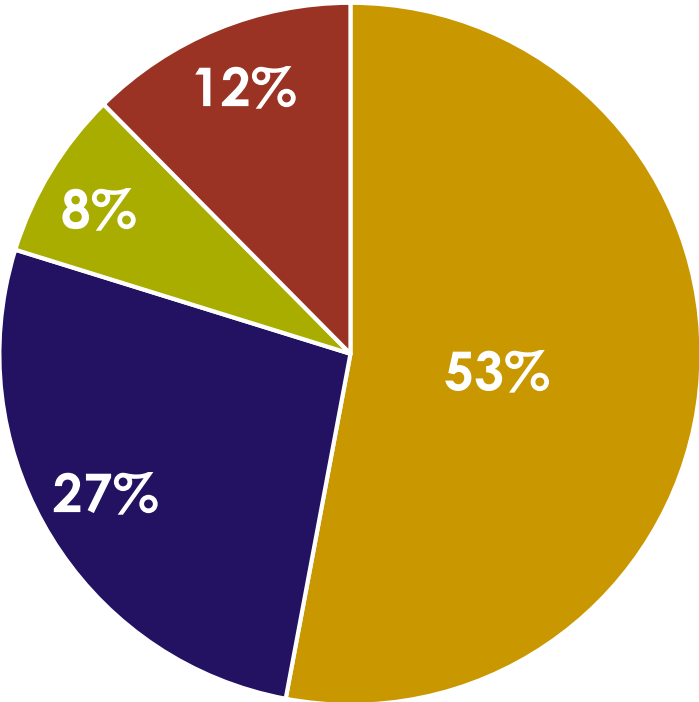
FY2021-22
\$348

- Office of the President
- University Enterprise

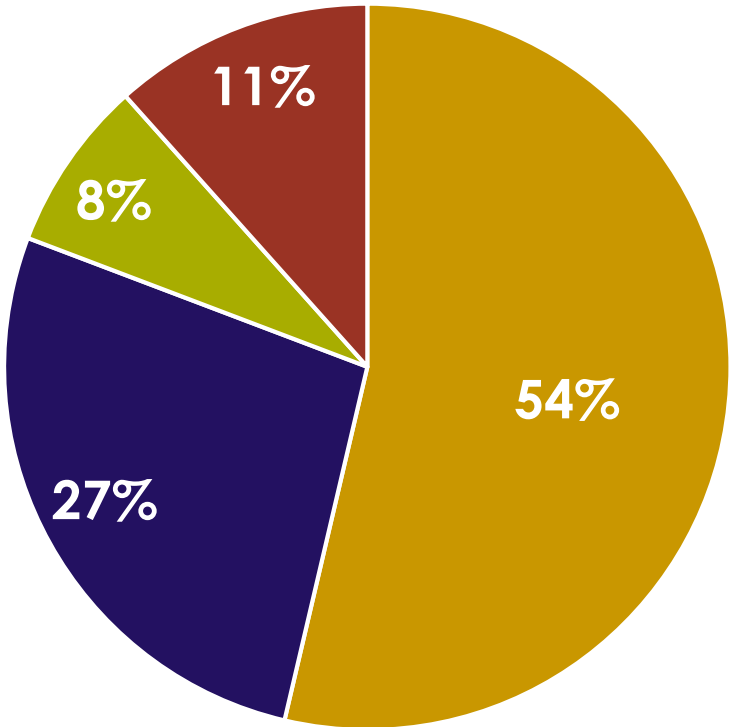
SF State FY2020-21 and FY2021-22 Budget Expense Type

(In million)

- Salaries
- Benefits
- Operation Expenses
- Financial Aid



FY2020-21



FY2021-22

QUESTIONS?

Additional Resources: University Budget Office
website <https://budget.sfsu.edu/>

Presentation Item:

**Academic Affairs
2021-2022 Budget Update**

Jennifer Summit
Provost & Vice President
Academic Affairs

Dwayne Banks
Vice Provost of Academic Resources
Academic Affairs

FY2021-2022 Budget Overview

(Presented to the University Budget Committee)

28 October 2021

Dwayne A. Banks
Vice Provost for Academic Resources
dbanks@sfsu.edu

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 Extended Learning
- Division of Undergraduate Education and Academic Planning
- Division of Graduate Studies
- J. Paul Leonard Library
- Academic Resources
- Faculty Affairs
- Office of Research and Sponsored Programs
- Institutional Analytics
- Academic Senate

Background

- Academic Affairs presented its FY2021-22 general fund budget proposal to President and VPAF/CFO on 25 June 2021
- Academic Affairs reviewed its initial general fund budget request, arriving at a figure of \$156 million in ongoing general fund support
- Academic Affairs will implement long-term sustainable budget discipline to address the University's multiyear budgetary challenges; particularly in light of our multiyear decline in undergraduate enrollment
- Academic Affairs and Administration and Finance held a follow-up budget planning meeting on 27 August 2021 to discuss our use of carryforward funds in future budget planning
- Budget finalized after meeting in September with CFO Jeff Wilson

Academic Affairs (Summary Budget)

FY2020-2021 Update and FY2021 – 2022 Planning

in thousands of dollars

	FY2020-21 Budget	FY2020-21 Actuals	FY2021-22 Budget	FY21 Budget to FY20 Budget % Changes	FY21 Budget to FY20 Actuals % Change
Revenues	(\$3,481)	(\$4,056)	(\$3,357)	-3.6%	-17.2%
Salaries and wages	149,861	145,703	158,604*	5.8%	8.9%
Operating Expenses	4,262	3,975	1,361	-68.1%	-65.8%
Total	\$150,642	\$145,622	\$156,608	3.7%	7.23%

*Salary increase reflects budgeting of lecturer faculty expenses in general fund, relocation of Career Services to Academic Affairs and AB1460 base allocation

Academic Affairs Use of Carryforward Funds

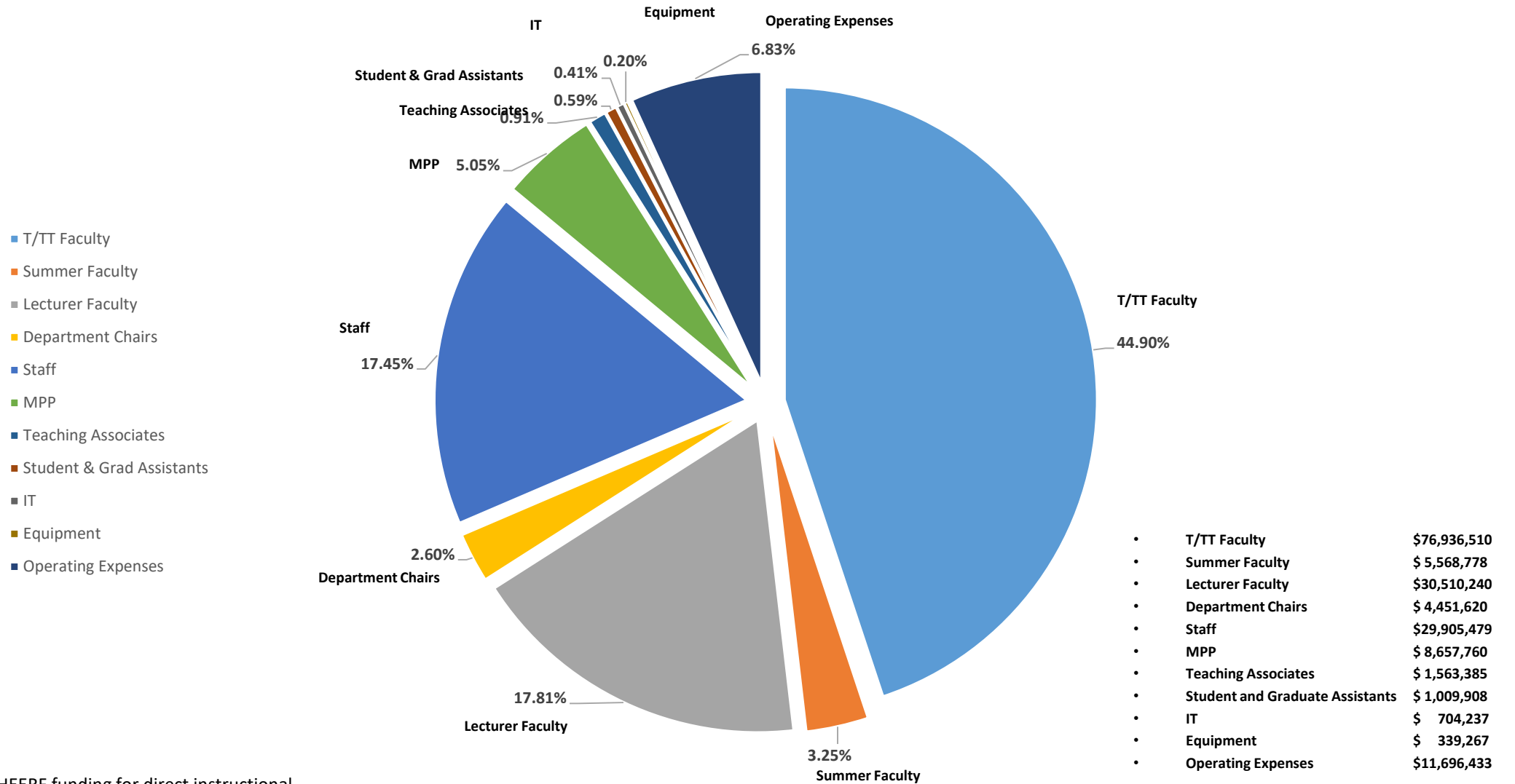
(Based On FY2020-21 Carryforward of \$9.6 million)

• Earmarked funds from Governor's Innovation Award (Metro)	\$1.2 million
• Units' prior-year commitments	\$1.5 million
• O.E. support to units	\$5.0 million
• \$3 million to cover reduction in O.E. from FY2021-22 general fund budget proposal	
• \$2 million to cover prior reduction in O.E. from FY2019-20 base level reduction (i.e., this amount constitutes that component that was presented in our carryforward plan that was presented on 25 June 2021)	
• Lecturer faculty salaries	\$2.0 million
• LFCOB, MBA program fees:	\$320 thousand
• GCOE, EDDL program fees:	\$1.4 million
 Total Planned Commitment:	 <u>\$11.4 million</u>
Amount Remaining:	(\$1.8 million)

Academic Affairs

Planned Uses of Budgeted Expenses, FY2021-2022

(includes General Fund and Carryforward Allocations: \$171,343,617**)



**Excludes \$5.04 million in HEERF funding for direct instructional costs, for FY2021-22

Budget Implementation Strategies

(Summary for FY2021-22)

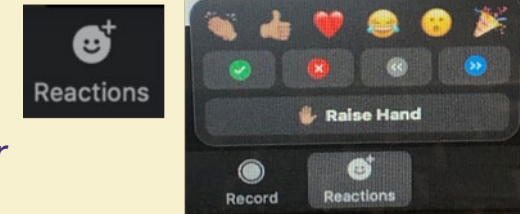
- Analyze Academic Affairs' end-of-year carryforward amounts, in order to design and implement strategic budgetary choices for addressing our fiscal year challenges
- Monitor colleges' instructional costs to ensure that they are aligned with optimal course scheduling and enrollment
- Align staff, MPP and faculty hiring with current and prospective budgetary allocations and enrollment projections
- Continue the ongoing training and collaboration between Administration and Finance, and Academic Affairs' budget units

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 ~





SAN FRANCISCO
STATE UNIVERSITY



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>