2020 – 2021 Budget Forum
San Francisco State University
November 5 and 13, 2020

Jennifer Summit, Provost and Vice President of Academic Affairs
Jeff Wilson, Interim Vice President of Administration & Finance and CFO
Agenda

1. Welcome
2. Budget Process Overview (VP Wilson)
3. Consolidated Budget Overview (VP Wilson)
4. Academic Affairs: Budget Planning in a Time of Fiscal Instability (VP Summit)
2020-2021 Budget Forum
November 5 and 13, 2020

San Francisco State University
Administration & Finance
1. State of California’s Budget
2. California State University’s (CSU) Budget
3. San Francisco State University’s (SF State) Budget
4. SF State General Fund Operating Budget
5. SF State Consolidated Budget
6. SF State Capital Budget
Budget Forum Objectives

• Enhance understanding of university budget across campus community
• Explain budget development process and major budget components
• Crosswalk between the State, CSU System and SF State budgets
1. State of California Budget
State of California Budget Cycle

- **July-Oct:** CSU Budget Planning
- **November:** CSU Trustees Adopt Budget Request for Submission to Governor
- **January:** Governor’s Budget Submitted to Legislature
- **February:** Legislative Analyst’s Budget Review Released
- **May:** Governor’s Budget-May Revise
- **June:** State Budget Adopted
Key highlight of the state budget:
- Pandemic impact estimated at $54 billion budget gap
State of California FY 2020-21 Enacted Budget - Revenues

(In Billions)

- Personal Income: $78
- Sales & Use Taxes: 21
- Corporation Tax: 16
- Insurance Tax & Other: 23
- Total: $138

Personal Income 56%

Sales & Use Taxes 15%

Corporation Tax 12%

Insurance Tax & Other 17%
State of California FY 2020-21 Enacted Budget - Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>Expenditure (In Billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12 Education</td>
<td>48</td>
</tr>
<tr>
<td>Health and Human Services</td>
<td>45</td>
</tr>
<tr>
<td>Higher Education (¹)</td>
<td>16</td>
</tr>
<tr>
<td>Correction and Rehabilitation</td>
<td>13</td>
</tr>
<tr>
<td>Legislative, Judicial, Executive</td>
<td>5</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$134</strong></td>
</tr>
</tbody>
</table>

Note: (¹) UC, CSU and CCSC systems
STATE OF CALIFORNIA\(^{(1)}\) : $134 Billion

HIGHER EDUCATION\(^{(2)}\) : $15.8 Billion
12% of State Budget

CSU\(^{(3)}\) : $3.7 Billion
23% of the Higher Education Budget

SF STATE\(^{(4)}\) : $180 Million
5% of CSU Campus Budgets

Note: \(^{(1)}\) State of California General Fund budget; \(^{(2)}\) Incudes UC, CSU & CCC; \(^{(3)}\) California State General Fund State allocation; \(^{(4)}\) SF State University Base State Allocation
2. California State University (CSU) Budget
CSU Budget Cycle

- **May - Jun**
  - System Budget Advisory Committee (SBAC) Consultation
  - CSU Constituent Consultation

- **July**
  - Final Budget Allocations To Campuses

- **Aug - Sept**
  - Budget Consultation With CSU University Presidents
  - Budget Consultation With SBAC

- **Oct - Nov**
  - Budget Planning With The Board Of Trustees
  - CSU constituent consultations
  - Trustees adopt Operating Budget Plan

- **Dec - Jan**
  - Review CSU enrollment
  - Governor’s Budget submitted to Legislature

- **February**
  - Legislative Analyst’s analysis of the budget

- **Mar - May**
  - CSU Constituent Briefings

- **June**
  - Preliminary Budget Information

  **Note:** Gold color for Current Fiscal Year; Purple color for Next Fiscal Year
## 2020 – 2021 Budget Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-20 Final Budget, General Fund (Coded Memo B 2019-02)</td>
<td>$3,982,552</td>
</tr>
<tr>
<td>2019-20 State-Funded Retirement Adjustment</td>
<td>39,297</td>
</tr>
<tr>
<td><strong>2019-20 Revised General Fund Budget</strong></td>
<td><strong>4,021,849</strong></td>
</tr>
<tr>
<td>2020-21 General Fund Decrease</td>
<td>(299,043)</td>
</tr>
<tr>
<td><strong>2020-21 Total General Fund Budget (State appropriation)</strong></td>
<td><strong>3,722,806</strong></td>
</tr>
<tr>
<td>2019-20 Final Budget Gross Tuition &amp; Fees (Coded Memo B 2019-02)</td>
<td>$3,164,262</td>
</tr>
<tr>
<td>2020-21 Adjustment from Change in Enrollment Patterns</td>
<td>(24,165)</td>
</tr>
<tr>
<td><strong>2020-21 Gross Tuition &amp; Fees</strong></td>
<td><strong>$3,140,097</strong></td>
</tr>
<tr>
<td><strong>2020-21 Total Operating Budget</strong></td>
<td><strong>$6,862,903</strong></td>
</tr>
<tr>
<td>Source</td>
<td>2019 - 2020</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>State appropriation</td>
<td>$4,021,849</td>
</tr>
<tr>
<td>Tuition and fees</td>
<td>3,164,262</td>
</tr>
<tr>
<td>Total</td>
<td>$7,186,111</td>
</tr>
</tbody>
</table>

**Note** - Numbers are aggregated at the system level.
3. San Francisco State University’s (SF State) Budget
SF State Budget Cycle

Jan-Mar
- Campus Planning Assumptions
- Preliminary Budget Allocations
- Campus Enrollment Targets Used For Planning
- Publish Budget Guidelines, Timeline And Training Sessions
- All Campus Units Submit The Working Budget Plan In Planning Budgetary Cloud Solution¹
- Budget Adm. & Operation Review

April
- All Campus Units Budget Call

Jun
- All Campus Units Submit The Working Budget Plan In Planning Budgetary Cloud Solution¹
- President & CFO Meetings With The VP’s Cabinet
- Revisions To The Working Budget Plan By The Units
- Approval Of Final Budget By The President
- Campus Budget Submission To Chancellor’s Office
- Base Budget Upload In Financial System
- Campus Strategic Initiatives Approval
- Revised Budget Upload In Financial System

Aug
- Campus Budget Book Published (On-line)

Sept-Oct
- Campus Budget Book Published (On-line)

Nov-Dec
- Note: ¹ Auxiliary units by email
SF STATE HYBRID BUDGET MODEL

- Incremental (State Allocation)
- Performance (Graduation Initiatives 2025)
- Formula Base (College Allocations)
- Decentralized (Cabinet to Division Level)
- Strategic Initiative- (Requests)
<table>
<thead>
<tr>
<th></th>
<th><strong>Base</strong></th>
<th><strong>One-time</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is it?</strong></td>
<td>Budget For Permanent Expenditures Which Recur Annually</td>
<td>Budget Provided For A Specific Length Of Time. They Are Non Recurring</td>
</tr>
<tr>
<td><strong>How is it funded?</strong></td>
<td>Current Year Operating Fund Budget</td>
<td>Reserve (^{(2)}/) Carryforward Balances (^{(3)})</td>
</tr>
<tr>
<td><strong>Examples</strong></td>
<td>Personnel Costs, Benefits, Operating Expenditures (^{(1)}), Utilities, Risk Pool</td>
<td>Campus/Units - Strategic Initiatives</td>
</tr>
</tbody>
</table>
FY2020-21 SF State Budget Planning Objectives

**Sustainability**
- Pandemic Impact over Campus Base, Self-Support and Auxiliary Budget
- Optimization of “ALL” funding sources
- Capital budget aligned with five yr. BOT approved campus capital plan and defer campus funded DM program
- Financial oversight reviews

**Transparency**
- Publish budget book on-line
- Campus budget forums
- Fiscal and budget training

**Engagement**
- Budget process assessment survey
- Shared governance feedback on planned procedure changes
- Collaboration and suggestions for cost efficiency and reduction initiatives
FY 2020-21 SF State Budget Planning Goals

Sustainability
- Multi Year Plan – planning enhancements
- University wide workforce planning
- Financial resource alignment with strategic enrollment and academic plans
- Cost structure analysis and performance targets

Transparency
- Management decision support tools/dashboards
- Strategic reserve fund management and targets
- Shared and common cost reporting

Engagement
- Formal feedback/response platform
- Reporting outcomes and savings from cost efficiency and reduction initiatives
3. San Francisco State University’s (SF State) Budget
Early stages of budget planning

- Governor’s January proposal had CSU with basically flat funding (a small increase to cover mandatory costs)
- SF State’s enrollments (including retention) were considered in initial planning – less tuition revenue
- At that point, no need to panic but a mandate to make sure we were planning thoughtfully and looking for ways, over time, to reduce our cost structure

Economic impacts of the pandemic take shape

- Campus begins scenario planning (5% reduction, 10% reduction, 20% reduction in resources). President and I landed on a 10% reduction (10% reduction in state funding and 10% reduction in tuition revenue)
- Vice presidents directed to plan for a 10% reduction in expenses
- Chancellor issues hiring chill directive (only fill essential vacancies)
- Limits on travel, hospitality, and other costs more aligned with face-to-face campus instruction and operations.
- Chancellor announces a “remote fall”
June 2020

May-June legislative process

- May - Governor’s revise includes a ≈$400 million reduction in funding to the CSU
- June – Governor and legislature enact budget that results in a ≈$300 million reduction in funding to the CSU
- At this point, the state funding reduction and tuition reduction from declining enrollments generally align with campus’ planning (overall 10% reduction)
- At this point, SF State’s ongoing, base budget decreases from $403 million to $363 million

Summer 2020

Additional planning adjustments

- Enrollment forecasts improve slightly
- State forecasts additional funding reductions for state agencies (including the CSU) for 2021-2022 and 2022-2023
- Final state funding allocations for 2020-2021 are provided to SF State; enrollment forecasts continue to improve (slightly)
- At this point, SF State’s ongoing, base budget decreases from $403 million to $368 million
3. San Francisco State University’s (SF State) General Operating Fund Budget
## 2019-20 SF State budget with 10% State and 6.7% enrollment decline

### San Francisco State Administration & Finance

<table>
<thead>
<tr>
<th></th>
<th>2019-20 Budget</th>
<th>2019-20 Actual</th>
<th>2020-21 Working Budget</th>
<th>Budget to Budget % Change</th>
<th>FY20 Budget to FY19 Actuals % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$401.3</td>
<td>$403.0</td>
<td>$368.0</td>
<td>-8.3%</td>
<td>-8.7%</td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>216.2</td>
<td>211.1</td>
<td>204.0</td>
<td>-5.6%</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Benefits</td>
<td>107.2</td>
<td>105.4</td>
<td>103.6</td>
<td>-3.4%</td>
<td>-1.7%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>20.3</td>
<td>19.9</td>
<td>17.1</td>
<td>-15.8%</td>
<td>-14.1%</td>
</tr>
<tr>
<td>University wide Expenses</td>
<td>57.6</td>
<td>61.7</td>
<td>60.1</td>
<td>4.3%</td>
<td>-2.5%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>401.3</td>
<td>398.1</td>
<td>384.8</td>
<td>-4.1%</td>
<td>-3.3%</td>
</tr>
<tr>
<td>Revenues less expenses</td>
<td>$0.0</td>
<td>$4.9</td>
<td>($16.8)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(In thousands)
## 2019-20 SF State balanced budget

<table>
<thead>
<tr>
<th>Item</th>
<th>($ in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deficit Before Any Actions Taken</td>
<td>$37.9</td>
</tr>
<tr>
<td>Hiring Chill Savings (Vacant Positions Salary +Benefits)</td>
<td>14.3</td>
</tr>
<tr>
<td>Student Assistant Savings Due To Program Reduction</td>
<td>1.7</td>
</tr>
<tr>
<td>Savings From Reduced Operating Expense</td>
<td>2.3</td>
</tr>
<tr>
<td>Utilities Due To Reduced Use Of Buildings</td>
<td>1.9</td>
</tr>
<tr>
<td>Savings From Deferred Maintenance Program Deferral</td>
<td>2.3</td>
</tr>
<tr>
<td>Increase In Liability/Risk Pool</td>
<td>-1.4</td>
</tr>
<tr>
<td><strong>Total Adjustments Included In FY2020-21 Budget</strong></td>
<td><strong>$21.1</strong></td>
</tr>
<tr>
<td>Use Of Campus Reserve</td>
<td>7.7</td>
</tr>
<tr>
<td>Workforce Reduction Savings (Salary +Benefits)</td>
<td>9.1</td>
</tr>
<tr>
<td><strong>2020-21 Balanced Budget</strong></td>
<td><strong>$0.0</strong></td>
</tr>
</tbody>
</table>
2020-21 SF State University General Operating Fund – Working Budget - Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (In million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Allocation</td>
<td>$180</td>
</tr>
<tr>
<td>Higher Education Fees</td>
<td>176</td>
</tr>
<tr>
<td>Other Financial Sources (1)</td>
<td>1</td>
</tr>
<tr>
<td>Cost Recovery (2)</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$368</strong></td>
</tr>
</tbody>
</table>

Note: (1) Interest revenue; (2) Cost recovery, Cost Allocation, Reimbursement release time, Est. retirement adjustment.
2020-21 SF State University General Operating Fund – Working Budget - Expenditures

(In million)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$204</td>
</tr>
<tr>
<td>Benefits</td>
<td>104</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>14</td>
</tr>
<tr>
<td>Financial Aid &amp; Work Study</td>
<td>47</td>
</tr>
<tr>
<td>Utilities</td>
<td>5</td>
</tr>
<tr>
<td>Debt Service</td>
<td>3</td>
</tr>
<tr>
<td>Risk Pool</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$385</strong></td>
</tr>
</tbody>
</table>

Note: Creative Arts replacement Building Loan and SB 84
### 2020-21 SF State University General Operating Fund
- Working Budget - By Cabinet

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount (In millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid</td>
<td>$47</td>
</tr>
<tr>
<td>Cost Allocation</td>
<td>-1.7</td>
</tr>
<tr>
<td>Utilities</td>
<td>5</td>
</tr>
<tr>
<td>Debt Service</td>
<td>3</td>
</tr>
<tr>
<td>Risk Pool</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total Centrally Managed</strong></td>
<td><strong>$61</strong></td>
</tr>
</tbody>
</table>

**Note:** (1) Creative Arts replacement Building Loan and SB 84.
5. San Francisco State University’s (SF State) Consolidated Budget
## 2020-21 SF State Consolidated Operating Working Budget

### TOTAL: $555M

<table>
<thead>
<tr>
<th>Fund</th>
<th>2020-21 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>69%</td>
</tr>
<tr>
<td>Self-supports</td>
<td>17%</td>
</tr>
<tr>
<td>Other funds</td>
<td>5%</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>5%</td>
</tr>
<tr>
<td>Auxiliaries</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Notes:

1. Self-Supports: Revenues must cover expenditures and do not receive state support.
2. Auxiliaries: Separate legal entities authorized in the Education Code to provide essential services to students and employees. Fiduciary responsibility to governing boards.
## 2020-21 SF State Consolidated Working Budget

### Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (In millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Allocation</td>
<td>$180</td>
</tr>
<tr>
<td>Higher Education Fees (^1)</td>
<td>195</td>
</tr>
<tr>
<td>Sales And Services Of Auxiliary (^2)</td>
<td>49</td>
</tr>
<tr>
<td>Other Financial Sources (^3)</td>
<td>30</td>
</tr>
<tr>
<td>Grants And Contracts</td>
<td>30</td>
</tr>
<tr>
<td>Pace Fees (^4)</td>
<td>14</td>
</tr>
<tr>
<td>Transfer In (^5)</td>
<td>7</td>
</tr>
<tr>
<td>Revenue From Investment</td>
<td>2</td>
</tr>
<tr>
<td>Contribution</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total** $508

**Notes:**

1. Higher Ed. Fees: State Univ. Tuition fee, N-R fee, Appl. fee, Std. Health fee, I.R.A fee & Based mandatory fee
2. Associated Student, Campus Recreation, Housing, Parking, U-Corp , Children Campus
3. Other Financial Sources: Cost Recovery, Cost Allocation, IDC, misc. fee from various self support
4. College Extended Learning
5. Transfer in: NR301, Misc. Fee, Residential Life & Lottery Fund
## 2020-21 SF State Consolidated Working Budget - Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>Expenditure (In millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$253</td>
</tr>
<tr>
<td>Benefits</td>
<td>123</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>68</td>
</tr>
<tr>
<td>Campus Service</td>
<td>19</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>48</td>
</tr>
<tr>
<td>Debt Service Payment</td>
<td>22</td>
</tr>
<tr>
<td>Transfer Out</td>
<td>3</td>
</tr>
<tr>
<td>Utilities</td>
<td>11</td>
</tr>
<tr>
<td>Risk Pool</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$555</strong></td>
</tr>
</tbody>
</table>

Notes:
Campus services: facilities and IT support for the self-support operations

### Expenditure Breakdown

- **Salaries & Wages**: 46%
- **Benefits**: 22%
- **Operating Expenses**: 12%
- **Campus Service**: 3%
- **Financial Aid**: 9%
- **Debt Service Payment**: 4%
- **Utilities**: 2%
- **Transfer Out**: 1%
- **Risk Pool**: 1%
- **Total**: 100%
2020-2021 SF STATE Auxiliaries

FY 2020-21 Budget

- Associated Students = $8.9M
- Foundation = $2.1M
- University Corporation = $2.8 M

Total = $13.8M

- Separate legal entities authorized to provide essential services to the CSU educational programs.
- Fiduciary responsibility to governing boards.
- The Foundation Board operating budget is $2.1M (the University Campaign is $157M)
Self-Supported Units: Revenues must cover expenditures and do not receive state support

- Athletics
- Children’s Campus
- Campus Recreation- Mashouf & Student Union Fee
- Parking & Transportation
- Student Health
- College of Extended Learning
- Housing, Dining & Conference Services

FY2020-21 Budget Revenue = $70 M
2020-21 Self Support Operations

Total Budget = $97 M

- Housing Dining & Conf Serv: 50%
- CEL: 15%
- Student Health: 14%
- Athletics: 4%
- Campus Recreation: 11%
- Parking: 2%
- Children Campus: 1%
- Athletics: 4%
- Campus Union: 3%

Note: Athletics includes general fund and instructional related activities campus mandatory fee
6. San Francisco State University’s (SF State) Capital Budget
2020-2021 SF State Capital Budget

2020-21 Top 5 Projects
Total Budget: $146 mil

Science Replacement Bldg. $98
Creative Arts Replacement Bldg. $33
Cesar Chavez Student Center Infrastructure Upgrade $4
Hensill Hall 8th Floor Surge $6
Campus Wide Heating/Hot Water System Renewal $5

Enterprise Program 5%
State Appropriation 9%
Campus Reserve 5%

Carryforward Budget: $81 mil
2020-21 New Budget: $90 mil
FY2020-21 Capital Budget: $171 mil
Academic Affairs: Budget Planning in a Time of Fiscal Instability
### Fall Enrollment Trend

#### Headcount FTES
- **Fall 2009 - Fall 2019**: -5.2% -0.1%
- **Fall 2019 - Fall 2020**: -6.3% -5.7%

#### All Students

<table>
<thead>
<tr>
<th></th>
<th>Headcount</th>
<th>FTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2009 - Fall 2019</td>
<td>-5.2%</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Fall 2019 - Fall 2020</td>
<td>-6.3%</td>
<td>-5.7%</td>
</tr>
</tbody>
</table>
New Student Enrollment

<table>
<thead>
<tr>
<th></th>
<th>All New Students</th>
<th>1st Freshmen</th>
<th>New UG Transfers</th>
<th>New Graduates</th>
<th>New Grad/Post Bac</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2009 - Fall 2019</td>
<td>-8.9%</td>
<td>-8.4%</td>
<td>10.4%</td>
<td>-46.3%</td>
<td>-43.5%</td>
</tr>
<tr>
<td>Fall 2019 - Fall 2020</td>
<td>-16.4%</td>
<td>-24.8%</td>
<td>-15.4%</td>
<td>11.6%</td>
<td>9.6%</td>
</tr>
</tbody>
</table>
Graduate Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Grads/Post Bacs</th>
<th>Undergraduates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>New</td>
</tr>
<tr>
<td>Fall 2009 - Fall 2019</td>
<td>-44.4%</td>
<td>-43.5%</td>
</tr>
<tr>
<td>Fall 2019 - Fall 2020</td>
<td>3.6%</td>
<td>9.6%</td>
</tr>
</tbody>
</table>
International Student Enrollment

<table>
<thead>
<tr>
<th></th>
<th>CA Residents</th>
<th>Non-Residents, Domestic</th>
<th>International Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2009 - Fall 2019</td>
<td>-4.2%</td>
<td>15.9%</td>
<td>-25.5%</td>
</tr>
<tr>
<td>Fall 2019 - Fall 2020</td>
<td>-5.7%</td>
<td>-10.7%</td>
<td>-15.7%</td>
</tr>
</tbody>
</table>
End of Year Actual Expenditures, FY2019-2020
By University Cabinet Areas
$233,752,690

- Academic: 71.8%
- Administration & Finance: 15.0%
- Office of the President: 15.0%
- Student Affairs: 5.7%
- Enrollment Management: 1.5%
- University Advancement: 2.4%
- University Enterprise: 1.0%
Academic Affairs Actual Expenditures FY2019-2020

T/TT faculty salaries $80.5M
Lecturer faculty salaries $29.5M
MPP salaries $8.7M
Department chair salaries $4.4M
Support staff salaries $29.4M
Student/grad assistants $3.3M

Teaching associates $2.0M
Equipment $1.5M
Instructional equipment $0.428M
Operating expenses $11.0M
Software $0.815M
Space rental $0.235M

Total $171.84M
Academic Affairs
FY2020-21 Budgeted vs FY2019-20 Actual Expenditures
(Overall Budget Reduction of 9.5%)
**Closing the Budget Gap for FY2021-22**  
(Academic Affairs only: preliminary estimate)

<table>
<thead>
<tr>
<th>Preliminary estimated budget gap (FY2021-22)</th>
<th>$11.0M**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget reduction actions (impacts on budget)</strong></td>
<td></td>
</tr>
<tr>
<td>Staff layoffs (assume full year)</td>
<td>$1.7M</td>
</tr>
<tr>
<td>MPP layoffs (assume full year)</td>
<td>$.56M</td>
</tr>
<tr>
<td>Faculty retirements and resignations (estimate based on prior year)</td>
<td>$4.6M</td>
</tr>
<tr>
<td>Suspension of presidential awards</td>
<td>$0.30M</td>
</tr>
<tr>
<td><strong>Budget reduction efforts (sum of impacts)</strong></td>
<td>$7.2M</td>
</tr>
<tr>
<td><strong>Total amount by which budget gap is reduced</strong></td>
<td>$7.2M</td>
</tr>
<tr>
<td>Remaining budget gap to be filled for FY2021-22</td>
<td>$3.8M</td>
</tr>
</tbody>
</table>

**Estimated by adjusting the FY2020-21 base budget of $151.9M to $155.5M to reflect the carryforward funds and other budget adjustments that were utilized to supplement the base (e.g., $6.7M for FY2020-21 lecturer expenditures, operating expenses supplement, savings from retirements and resignations). To estimate the FY2021-22 budget we anticipate a further 5% reduction in the FY2020-21 base budget, leaving a preliminary working budget estimate of $144.5M for FY2021-22. The FY2021-22 funding gap reflects the difference between $155.5M and $144.5M.**
Closing AA’s Budget Gap: Process

**Summer 2020**
Academic Affairs Council and Academic Senate Executive Committee Produce “Portfolio of Imperfect Options”

**Fall 2020**
Chair Albiniak and Provost Summit gather feedback from:
- Department Chairs
- College Councils
- Associate Deans
- Open forum(s)
- Academic Senate
- UBC

**End of Fall 2020**
Academic Affairs Council and Academic Senate Executive Committee reconvene to review feedback, revise “Portfolio of Imperfect Options” and plan implementation

**End of Fall 2020/Beginning of Spring 2021**
Provost issues directive memo with guidelines, goals, and benchmarks, as well as assessment measures
Portfolio of Imperfect Options

Reduce Administrative Costs
1. Reduce MPPs
2. Re-engineer/ eliminate costly processes
3. Consolidate offices and functions
4. Share resources
5. Reduce RSOs’ general fund administrative costs
6. Reduce consultants

Reduce Instructional Costs
1. Develop system of sustainable curriculum delivery
2. Rethink faculty workload balance
3. Thoughtfully increase class size and enrollments
4. Coordinate and consolidate GE offerings
5. Assess assigned time
6. Assess low-enrolled and duplicative programs
Questions?

1. Please “Raise your Hand” (found on your Participants menu, lower left corner)

2. Unmute yourself when called upon to speak.

3. For transparency, please begin with your name, department or campus affiliation, then Mute when finished, to reduce noise.
This forum will be presented again on Friday, November 13th at 10:00 AM

Thank you for attending our 2020 – 2021 Budget Forum
San Francisco State University