

# SAN FRANCISCO STATE UNIVERSITY



## THE FISCAL YEAR 2019 – 2020 BUDGET REPORT



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# FOREWORD

## **Purpose/Use of this Document**

This presentation of the San Francisco State University budget is prepared primarily for the campus community in the spirit of transparency. It also may be used in support of grant applications, recruiting senior administrators, and providing information in response to inquiries from the media, auditors, professional associations, accreditation teams, NCAA eligibility and compliance teams. The last page provides information on how to contact the university budget administration and operation office with your comments regarding the usefulness of this document and any suggestions as to its enhancement.

## **Scope of Information**

This report reflects the Fiscal Year (FY) 2019-20 University budget information as of July 1, 2019. Changes to the University's budget subsequent to this date will be reflected in the University FY19-20 revised budget and quarterly revenue and expenditure reports. The budget document provides details on the current fiscal year from an overall University perspective, as well as more in-depth information specific to each division or service group.

## **Budget Comparison and Analysis**

While comparisons of budget from one fiscal year to another are useful, it is important to note that organizational and/or operational changes may impact comparison of multiyear financial data. This report format provides some historical context for understanding variances of spending against the prior year's plan and changes reflected in the current plan. Detailed information regarding the history of organizational specific shifts may be necessary to draw accurate and meaningful conclusions. One additional fact to consider is the state of California's changing economic conditions.

## **Distribution of this Document**

This report will be accessible on the university budget operation and administration office web site, <http://budget.sfsu.edu/>.

# SAN FRANCISCO STATE UNIVERSITY BUDGETING AND PLANNING PROCESS



## Summary

An important annual planning document for SF State, the budget. It reflects adoptions, priorities, and tactics set forth as the result of strategic planning efforts. As needs and opportunities change over time, SF State's budget process allows reasonable flexibility for Cabinet business managers to adapt and optimize their activities during the year, while still requiring university-wide financial planning and accountability.

SF State takes a prudent approach to projecting revenues given current uncertainties due to the external environment. Base increases to the operating budget are funded only through the reallocation of funds from the existing base budget or by state allocation's base increases. Savings realized during the course of the fiscal year will result in one-time budget allocations to support qualitative improvements in academic programs and facilities consistent with the established priorities of the University.

The budgeting strategy objective is to ensure a solid financial position for SF State; to prevent the extension of base operations beyond current revenue capacities; and to maximize the University's ability to respond to favorable variances throughout the course of the year. The University's budget process has permitted the administration, with significant assistance from the cabinets, to identify priorities and allow SF State to make the most of existing strengths or improve weaknesses in line with the campus strategic priorities.

The President and Cabinet Vice Presidents direct the resource allocation process, including the creation of the operating and capital budgets. The President reviews and approves the budget plan. The Budget Administration and Operation (BAO) office, in collaboration with Student Affairs Enrollment Management and Academic Resources advises on enrollment, revenue and expenditure assumptions, budget considerations, university-wide priorities relative to resource allocations, and institutional policies relating to finances.

In order to enable the planning process, budget assumptions are developed and included in the Budget Manual posted on webpage<sup>1</sup>.

In its second year of implementation of an enhanced budgeting process, SF State worked to refine and improve the process for forecasting and budgeting. In addition, the BAO office together with Fiscal Affairs (FA) conducted a review of all 491 and 496 CSU special project funds<sup>2</sup> and as a result, additional funds were included in the campus-consolidated budget of operations.

The campus budget process begins in January of each year. Each unit develops or refines their budget for the upcoming fiscal year. Self-supports develop business plans that include an annual budget plan and projected plans for four future fiscal years. The focus is on the budget for

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<sup>1</sup> [SFSU Budget Manual](#)

<sup>2</sup> 491-Special Projects Fund, 496-Miscellaneous Trust



the upcoming fiscal year, as this is the only budget that is approved by the Board of Trustees in June of each year.

In May, the President's Cabinet together with Chief Financial Officer reviews the cabinets' budget request. The review includes several meetings with the cabinets by which different scenarios will be taken in consideration. The adjusted files will be submitted to the Budget Administration & Operations office for further consolidation and issuance of the allocations memos.

The Vice Presidents have great latitude in reallocating funds within their areas of responsibility. In addition to unrestricted operating allocations, many units have other sources of revenue, such as campus fees, lottery, gifts, grants, and sponsored research.

### **Budgeting at the Cabinet-Level**

Budgeting at the Cabinet level is a decentralized process with each unit responsible for building their own budget. Inputs to the process are the central administration's allocation letter, which includes the assumptions and initial allocation amount, as well as various other data collected at the cabinet level. The individual Cabinet budgets are aggregated later by the BAO office in order to produce the overall university budget that is taken to the President for approval.

For the most part, the Cabinet business managers are responsible for the unit's budget. The level of staff involvement varies across the Cabinets; however, the deans and department heads are responsible for the development and coordination of the budget process at their unit level.

The University Wide Cabinet budget process is managed centrally and includes the following line items: benefits, utilities, risk (this expense category includes the worker's compensation pool, property and auto insurance, industrial and non-industrial disability leave, and Athletic Injury Medical Expense (AIME) insurance), financial aid, and any strategic financial initiatives that fall in the capital strategic planning, deferred maintenance program, and academic program development.

The budget and planning process itself varies to some extent among the units: Associated Students, UCorp and Foundation are funded by their own resources; making their budget-setting approach different from the budgeting process conferred above.

The BAO office reviews the adjusted, based on the President's cabinet instructions, budget request reports for each unit and conducts a thorough analysis of all budget mechanisms. This analysis is assisted by supporting documents provided by the respective units. As necessary, the BAO staff work with the business managers of the units to resolve any matters. Operating budgets for each unit are reviewed in depth to ensure that the allocation amounts agree. The other elements of the budget are analyzed to determine if each unit appropriately applied the assumptions that were provided earlier in the process, and to explain any variances. As an overall check, the BAO office compares the current year's forecast and trends with the prior year's

adopted budget and actual spending. The office will analyze and variance over 10%. This comparison helps to determine the reasonableness of the budget for the upcoming fiscal year and forecasts.

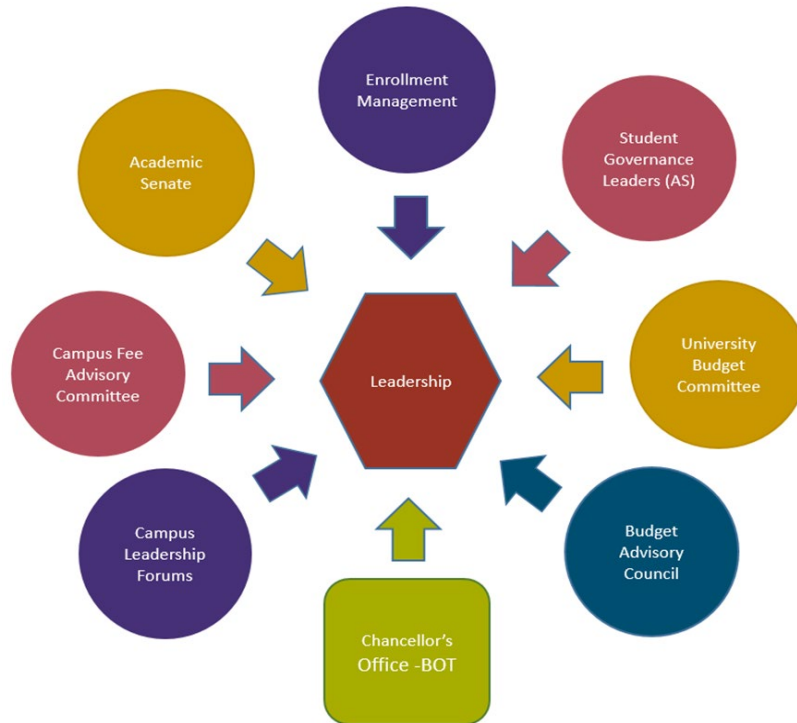
SF State's BAO office and the units make substantial effort to prepare the financial reviews. These reviews are critical to the successful development of the inclusive university consolidated operating budget.

### **Capital Funding Process**

SF State's Annual Capital Plan includes new construction projects, renovations to existing buildings, deferred maintenance and repairs, real estate and equipment leasing, and strategic property purchases. The Capital Plan is detailed in the capital improvement process and includes projections for the next five years. The BAO office and the cabinets work with each of the colleges/departments to determine the college's budget and priorities for capital improvements and/or space expansion. This is done as part of the capital call cycle issued by Capital Planning each February. Each college/departments presents a list of anticipated capital projects, the justification for each project, and the ways in which each project supports the college's and the University's strategic priorities.

In between the financial review meeting periods, several of the central administrative offices (including Capital Planning, BAO, and Fiscal) are in frequent communication with each other about capital projects and capital planning, working with the Provost, CFO, the deans, and relevant department heads to develop information, cost estimates, and decision-making alternatives for these projects. All capital projects greater than \$709K are presented to the President for final authorization.

## COLLABORATIVE INPUT TO BUDGET PLANNING<sup>3</sup>



Engaging the campus community is an important part in planning the university's budget. Many opportunities for input into the development of the FY 2019 budget existed. These included several university-wide Town Hall budget forums hosted by the CFO and VP of Administration & Finance, presentations to the Academic Senate and University Budget Committee. Finance & Administration officials also met multiple times

with deans, vice presidents, faculty and staff, and representatives from the Student Government Association.

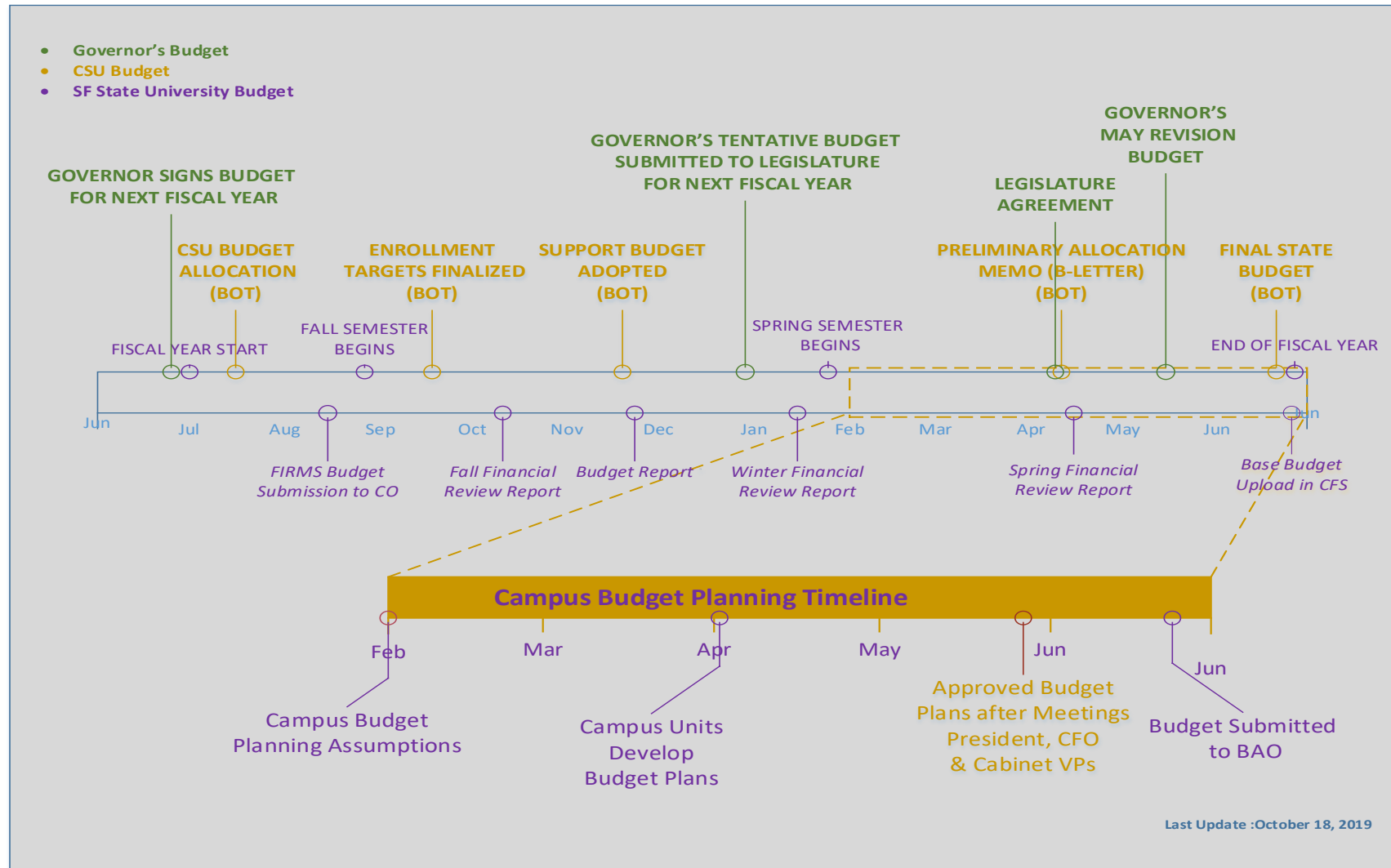
Development of the FY19-20 operating budget also included a vast engagement of all campus constituents from the business managers to the college deans, AVP's, VP's and President's cabinet. The primary goal was to continue the effort which started a year ago; improve the campus budget cycle in defining the base budgets for the units.

This representative group of academic leaders, staff, and students met multiple times between March and April to review, discuss, and advise the provost about how to strategically allocate limited resources. These meetings provided valuable feedback. While decision-making rests with the president and provost, in large measure, the FY 2019 operating budget reflects the input of campus constituents.

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<sup>3</sup> Acronym Definitions: AS: Associated Students; BOT: Board of Trustees

## SF STATE BUDGET CALENDAR



## CONSOLIDATED OPERATING BUDGET

SF State receives revenue from multiple sources for its \$597 million budget. Major fund sources include funds allocated by the University (operating fund, campus mandatory fees, grants and contracts, and lottery funds), revenue generated by self-support programs (Housing, Parking, Student Health, CEL and Campus Recreation) and auxiliary organizations funds.

SF State's budgets are limited to the current group of funds that are available and expected to be expended during the fiscal year. The budget reflects the estimated current funds (revenues and fund balances available for operations) and transfers to and from other groups of funds. It does not include transactions accounted for in the no-current fund groups (i.e., plant, endowment, and student loans).

The University's financial statements are more comprehensive and include all assets, liabilities, revenues, and expenses of all fund groups and related entities (see Appendix B).

### **GENERAL FUNDS (REOCCURRING)**

These are unrestricted funds that compose the majority of the budget. For management purposes, these funds are further classified as either undesignated or designated.

Undesignated General Funds: General funds are the primary source of support for instructional and all other major functions of the University. Undesignated general funds include student tuition and fees revenue, service assessments, state appropriations, and investment income.

Designated General Funds: These funds are earned by the University and classified as unrestricted but directed to a particular college and departments for specific purposes. Designated general funds include such revenue as student fees (course and program fees).

### **AUXILIARY ENTERPRISE FUNDS (REOCCURRING)**

Generated by self-support activities through charging fees to students and other external to the institution (Foundation, UCorp, and ASI). These enterprises usually pay the University for central services through the cost allocation process (procurement, accounting, accounts payable, etc.). Auxiliary enterprises generate 20 percent of the University total revenues and include the following: housing, parking, student health, children's campus, athletics, student center, and CEL. Self-support auxiliary units pay all their expenses and receive no taxpayer or tuition support.



## **RESTRICTED FUNDS (RECURRING)**

State University Grants account for the 5.6 percent of the University's revenue and come with externally established limitations and stipulations. Restricted funds generally include federal and state grants and contracts, endowment income, federal and state financial aid, and restricted gifts.

## **FUND BALANCES (NON-REOCCURRING)**

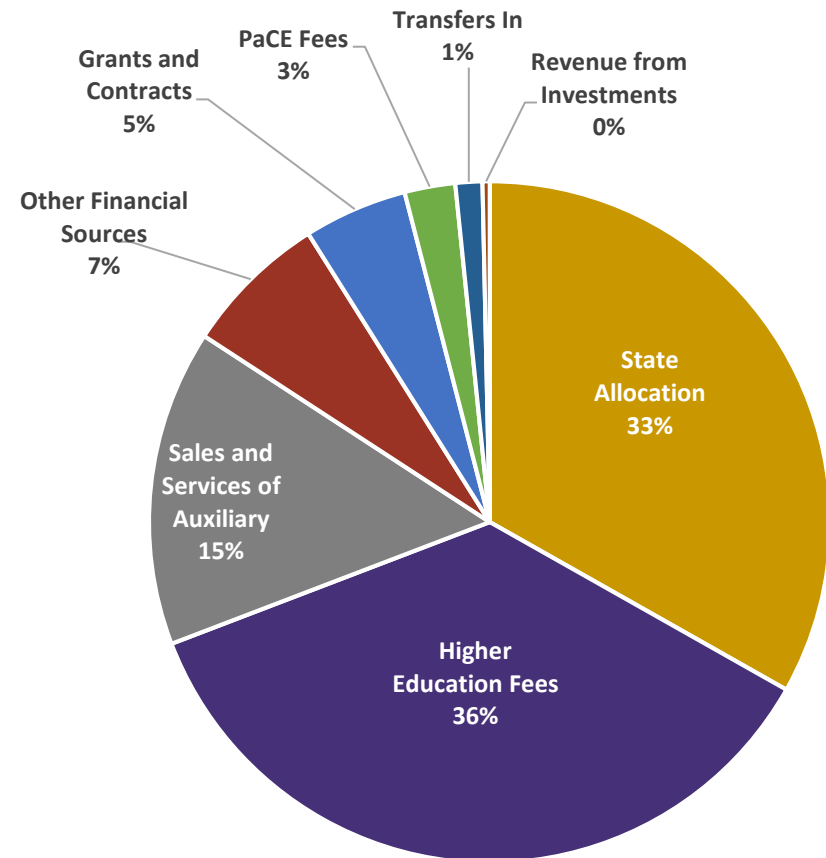
The accumulation of excess revenue and expenses from prior years (one-time). Why is it important for financial health of the university?

1. Fiscally responsible management practice
2. Secure funds for multi-year commitments in advance
3. Manage financial risk

A contingency fund is an important element in a sound budget. Unanticipated revenue or expense changes can happen during the fiscal year. Without a designated reserve, the university would have to impose mid-year budget corrections. That would place stress on the ability of the university and its units to maintain a consistent level of instruction and to support students, faculty, and staff. The FY18-19 general fund budget includes \$20 million in contingency, or reserve, funds. This represents 5 percent of budgeted general fund expenditures.

RECOMMENDED CURRENT FUNDS CONSOLIDATED FY19-20 REVENUE BUDGET (BY REVENUE ACCOUNT CATEGORY) <sup>4</sup>

<b>State Allocation</b>	<b>198</b>
<b>Higher Education Fees <sup>(1)</sup></b>	<b>215</b>
<b>Sales and Services of Auxiliary <sup>(2)</sup></b>	<b>90</b>
<b>Other Financial Sources <sup>(3)</sup></b>	<b>41</b>
<b>Grants and Contracts</b>	<b>29</b>
<b>PaCE Fees <sup>(4)</sup></b>	<b>14</b>
<b>Transfers In <sup>(5)</sup></b>	<b>8</b>
<b>Revenue from Investments</b>	<b>2</b>
	<hr/>
<b>\$</b>	<b>597</b>



<sup>(1)</sup> Higher Education Fees, State University Fee, Non-Resident Fee, Student Health Fee, IRA Fee & Mandatory Based Fee

<sup>(2)</sup> Associated Students, Campus Recreation, Housing, Parking, U Corp, Children's Campus

<sup>(3)</sup> Other Financial Sources, Cost Recovery Cost Allocation, IDC, Misc Fee from various Self Supports

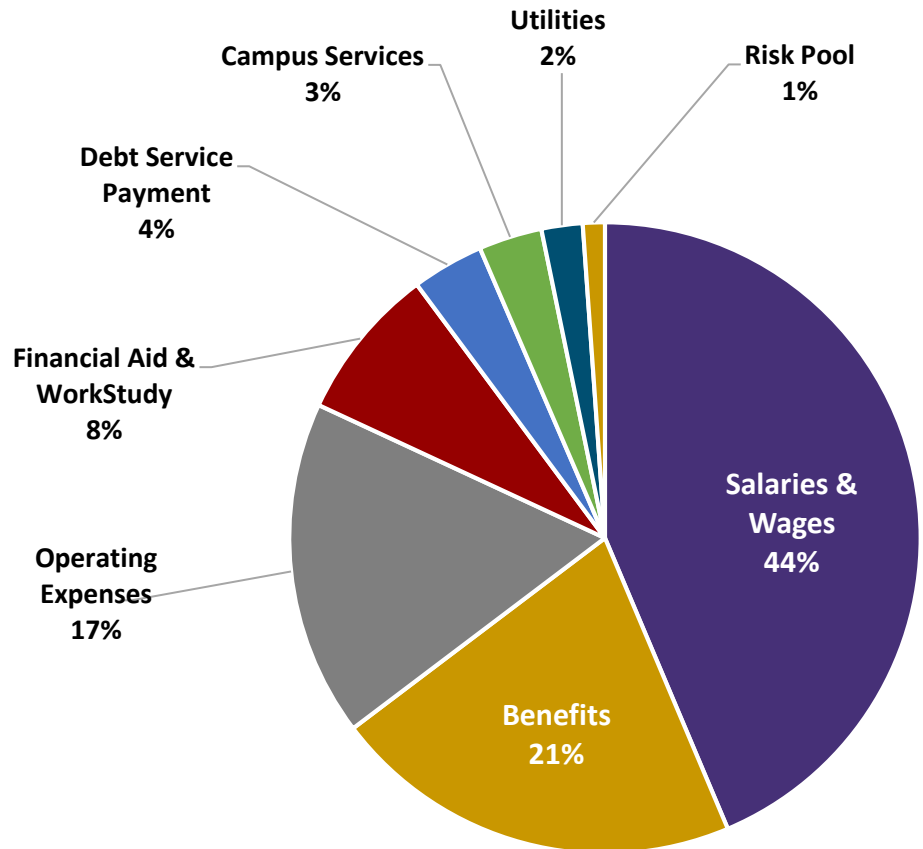
<sup>(4)</sup> College Extended Learning

<sup>(5)</sup> Transfer in: Cost Recovery from IDC, Residential Life & Lottery Fund

## SUMMARY BUDGET EXPENDITURE BY NATURAL CLASSIFICATION, FY19-20

(In millions)

Salaries & Wages	263
Benefits	127
Operating Expenses	104
Financial Aid & WorkStudy	47
Debt Service Payment	22
Campus Services	19
Utilities	13
Risk Pool	7
<hr/>	
	\$ 602



## EXPENDITURES BUDGET BY CABINET, FY19-20 <sup>5</sup>

in thousands	Academic Affairs	Administration & Finance	Office of the President	Student Affairs & Enroll Mgmnt	University Advancement	University Enterprise	University Wide	Campus Auxilliaries	Total University	Percentage
Salaries & Wages	166,905	38,137	3,315	32,854	5,914	2,449	6,749	6,733	263,058	44%
Benefits	80,554	20,609	1,756	15,041	3,003	1,243	3,427	1,339	126,970	21%
Operating Expenses	38,331	43,943	1,860	6,773	1,158	1,583	3,879	6,278	103,804	17%
Campus Services	16	16,794	228	2,522	-	18	-	-	19,577	3%
Debt Service Payment	-	16,572	-	3,961	-	-	1,653	-	22,185	4%
Utilities	-	5,390	-	2	-	-	7,320	-	12,712	2%
Risk Pool	0	279	15	496	-	2	6,000	-	6,792	1%
Financial Aid & WorkStudy	-	-	-	-	-	-	47,725	-	47,725	8%
<b>Total All Funds</b>	<b>\$285,806</b>	<b>\$141,724</b>	<b>\$7,173</b>	<b>\$61,648</b>	<b>\$10,074</b>	<b>\$5,295</b>	<b>\$76,753</b>	<b>\$14,350</b>	<b>\$602,823</b>	<b>100%</b>

<sup>5</sup> Totals may be slightly affected by rounding.

# EXPENDITURES BY UNIT AND TYPE, FY19-20 <sup>6</sup>

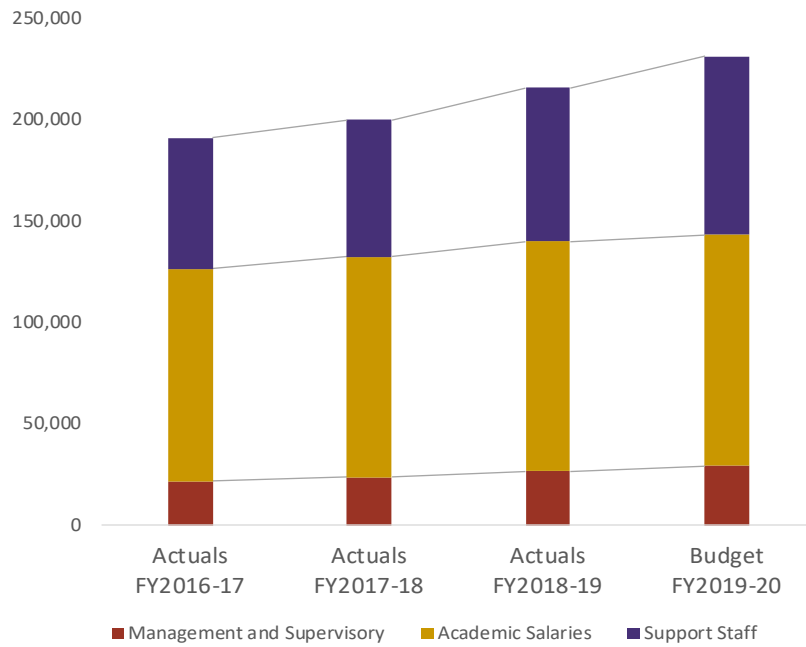
in thousands	Academic Affairs	Administration & Finance	Office of the President	Student Affairs & Enroll Mgmt	University Advancement	University Enterprise	University Wide	Campus Auxilliaries	Total University	Percentage
<b>OPERATING FUND</b>										
Salaries & Wages	148,765	26,133	2,526	18,907	5,914	2,449	6,749		211,444	
Benefits	75,530	13,268	1,283	9,600	3,003	1,243	3,427		107,353	
Operating Expenses	7,636	8,123	265	473	499	191	3,879		21,065	
Debt Service Payment							1,653		1,653	
Utilities							7,320		7,320	
Risk Pool							6,000		6,000	
Financial Aid & WorkStudy							47,725		47,725	
<b>Operating Fund Total</b>	<b>231,931</b>	<b>47,524</b>	<b>4,074</b>	<b>28,980</b>	<b>9,415</b>	<b>3,883</b>	<b>76,753</b>	<b>0</b>	<b>402,559</b>	<b>67%</b>
<b>SELF-SUPPORTS</b>										
<b>Campus Recreation</b>				<b>10,311</b>					<b>10,311</b>	<b>2%</b>
<b>CEL</b>	<b>15,447</b>								<b>15,447</b>	<b>3%</b>
<b>Children's Campus</b>				<b>1,650</b>					<b>1,650</b>	<b>0%</b>
<b>Downtown Campus Central Ops</b>						<b>1,412</b>			<b>1,412</b>	<b>0%</b>
<b>HSGDC</b>		<b>63,438</b>							<b>63,438</b>	<b>11%</b>
<b>Parking</b>				<b>3,346</b>					<b>3,346</b>	<b>1%</b>
<b>Student Health</b>				<b>12,790</b>					<b>12,790</b>	<b>2%</b>
<b>Athletics IRA</b>			<b>3,099</b>						<b>3,099</b>	<b>1%</b>
<b>OTHER FUNDS</b>										
<b>Cost Recovery</b>		<b>16,616</b>							<b>16,616</b>	<b>3%</b>
<b>Indirect Cost (IDC)</b>	<b>3,192</b>	<b>1,249</b>		<b>10</b>					<b>4,451</b>	<b>1%</b>
<b>IRA</b>	<b>2,867</b>			<b>33</b>					<b>2,900</b>	<b>0%</b>
<b>Lottery</b>	<b>1,855</b>			<b>238</b>					<b>2,093</b>	<b>0%</b>
<b>Misc. Fee</b>	<b>998</b>	<b>10,965</b>		<b>849</b>	<b>659</b>				<b>13,470</b>	<b>2%</b>
<b>Residential Life</b>				<b>3,443</b>					<b>3,443</b>	<b>1%</b>
<b>CCSC</b>		<b>1,931</b>							<b>1,931</b>	<b>0%</b>
<b>AUXILIARIES</b>										
<b>Ucorp</b>								<b>3,122</b>	<b>3,122</b>	<b>1%</b>
<b>ASI</b>								<b>9,319</b>	<b>9,319</b>	<b>2%</b>
<b>Foundation</b>								<b>1,910</b>	<b>1,910</b>	<b>0%</b>
<b>GRANTS &amp; CONTRACTS</b>										
<b>Grants &amp; Contracts</b>	<b>29,516</b>								<b>29,516</b>	<b>5%</b>
<b>Total All Funds</b>	<b>\$285,806</b>	<b>\$141,724</b>	<b>\$7,173</b>	<b>\$61,648</b>	<b>\$10,074</b>	<b>\$5,295</b>	<b>\$76,753</b>	<b>\$14,350</b>	<b>\$602,823</b>	<b>100%</b>

<sup>6</sup> Cabinet's Operating Fund net of revenues and expenses.



## COMPENSATION

### THREE YEARS COMPENSATION <sup>7</sup>



Salaries in thousands	Actuals FY2016-17	Actuals FY2017-18	Actuals FY2018-19	Budget FY2019-20	YOY
601030 - President	315	351	368	441	
601100 - Academic Salaries	98,222	102,095	106,603	107,805	
601101 - Department Chair	4,021	4,184	4,189	4,132	
601103 - Graduate Assistant	692	638	662	286	
601201 - Management and Supervisory	21,252	23,253	26,221	28,953	
601300 - Support Staff Salaries	61,298	64,154	69,966	83,348	
601301 - Overtime	585	794	1,525	853	
601302 - Temporary Help	36	16	605	840	
601303 - Student Assistant	2,838	2,613	3,646	3,009	
601304 - Teaching Associates	1,858	1,817	1,865	1,684	
<b>Salaries Total</b>	<b>\$191,117</b>	<b>\$199,916</b>	<b>\$215,650</b>	<b>\$231,351</b>	<b>7%</b>

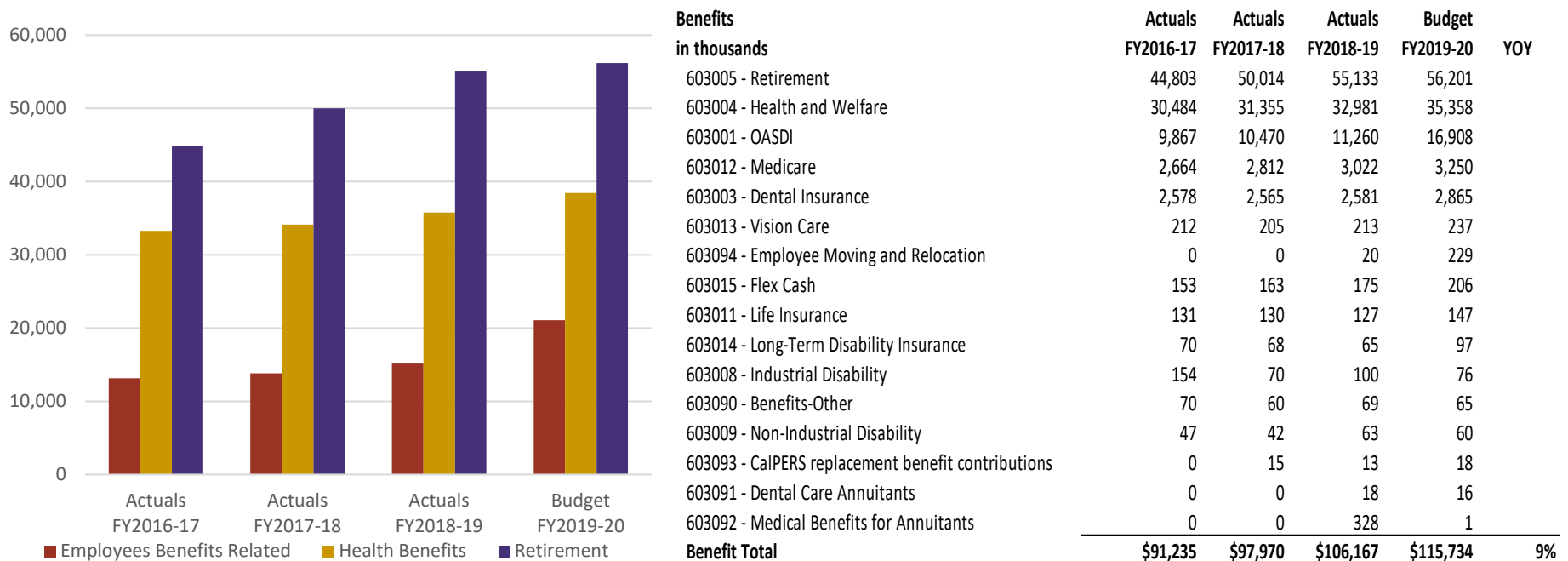
## COMPENSATION

We anticipate total compensation to increase 7 percent over 2018-19 year-end results. The increase is the result of our salary program, a 3 percent overall general salary increase, additional headcount, and the prior year decisions on salary adjustments.

<sup>7</sup> Salaries amounts includes all CSU485 (e.g. THxxx, TSxxx); the budget does not include the GSI increase at an average of 3 percent

## BENEFITS<sup>8</sup>

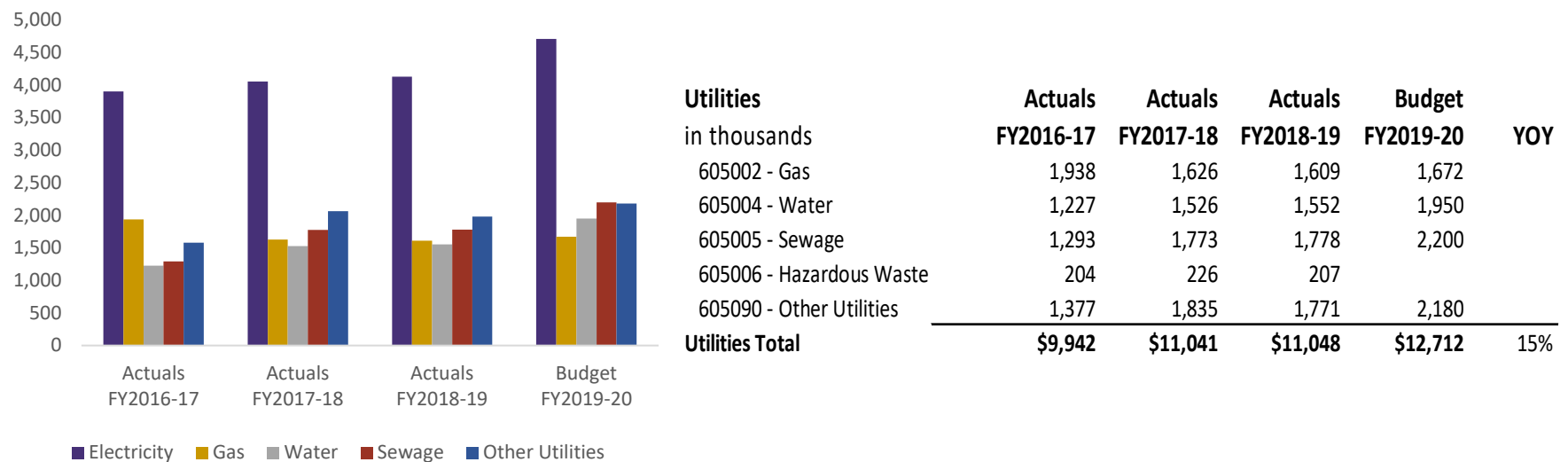
Mandatory costs are expenditures the University must pay regardless of the level of funding allocated by the State and they often increase independent of the state budget condition. These costs include increases for employee health, dental, and retirement benefits. Additionally, funding is included in FY19–20 to address increasingly greater compensation costs due to changes in federal overtime rules and state minimum wage laws. Without funding for these types of mandatory cost increases, campuses must redirect resources from other program areas to meet these obligations.



<sup>8</sup> Benefits amounts includes all CSU485 fund.

## UTILITIES<sup>9</sup>

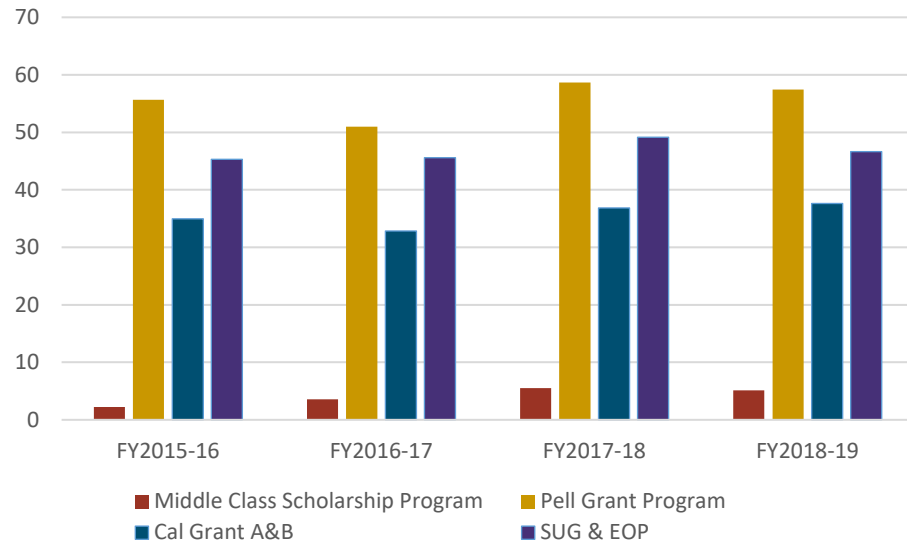
Based on an analysis of previous utility expenditures and a conservative projection of future costs, the FY19-20 utility budget increased about 15 percent. The increase is due to an accounting rule change where we no longer offset expense but record the cost recovery of utilities for the self-supported units as a revenue in the cost recovery line. The table shows actual and budgeted utility expenditures for FY16-17 through FY19-20. Favorable global energy prices coupled with performance savings and sustainability initiatives at SF State have helped limit utility expenses.



<sup>9</sup> Note: Utilities amounts includes all funds.

## FINANCIAL AID<sup>10</sup>

The costs for need-based financial aid, athletic aid, and graduate student aid is estimated to be closer to last fiscal year's performance. This increase allows SF State to maintain its need-based aid program for undergraduates, particularly for families with income below \$125,000.



Financial Aid in thousands	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Actuals	FY2018-19 Budget	YOY
Middle Class Scholarship Program	2,250	3,556	5,510	5,510	
Pell Grant Program	55,649	50,961	58,652	58,652	
Cal Grant A	9,379	8,816	9,179	9,179	
Cal Grant B	25,565	24,011	27,687	27,687	
State EOP Grant	1,465	1,374	1,340	1,453	
State University Grant	43,813	44,212	47,794	45,511	
<b>Total</b>	<b>\$ 138,122</b>	<b>\$ 132,930</b>	<b>\$ 150,163</b>	<b>\$ 147,993</b>	<b>-1%</b>

## OTHER OPERATING EXPENSES

This substantial expense item is the amalgam of graduate stipends, operations and maintenance, capital equipment, materials and supplies, travel, library materials, subcontracts and professional services.

<sup>10</sup> Totals may be slightly affected by rounding.

FY18-19 CABINET EXPENDITURES BY PROGRAM AREA <sup>11</sup>

in thousands	Academic Affairs	Administration & Finance	Office of the President	Student Affairs & Enroll Mgmnt	University Advancement	University Enterprise	University Wide	Total	Percentage
01 - Instruction	201,719	2,980	401	166			-3,175	202,092	38%
02 - Research	18,100							18,100	3%
03 - Public Service	3,758			1,104			-324	4,539	1%
04 - Academic Support	57,628	3,307					-292	60,644	11%
05 - Student Services	3,036	8,613	4,996	33,677			-151	50,170	9%
06 - Institutional Support	1,576	33,401	2,263	2,460	9,538	4,222	6,069	59,527	11%
07 - Operation and Maintenance of Plant	1,666	31,276		6,980	0	3,393	8,877	52,192	10%
08 - Student Grants and Scholarship	28			0			47,048	47,075	9%
20 - Auxiliary Enterprise Expenses	0	36,353		6,721				43,073	8%
<b>Total</b>	<b>\$287,511</b>	<b>\$115,930</b>	<b>\$7,660</b>	<b>\$51,108</b>	<b>\$9,538</b>	<b>\$7,615</b>	<b>\$58,051</b>	<b>\$537,413</b>	<b>100%</b>

University expenditures are recorded by functions established by the National Association of College and University Business Officers (NACUBO) for higher education operating activity. These NACUBO functions are very important, as they are used in the preparation of various required financial, regulatory, and activity-related reports and computations. Thus, to enable us to complete these various reporting requirements, it is essential that each Program code is assigned an appropriate NACUBO function code.<sup>12</sup>

<sup>11</sup> University Wide adjustments are due to the campus process of budgeting for salary increases, then their distribution to the units.

<sup>12</sup> [NACUBO program codes definition](https://www.obfs.uillinois.edu/common/pages/DisplayFile.aspx?itemId=96216) (<https://www.obfs.uillinois.edu/common/pages/DisplayFile.aspx?itemId=96216>)



THREE YRS. ACTUAL EXPENSES BY UNITS, FY16-17 to FY18-19<sup>13</sup>

	2016-17	2017-18	2018-19
in thousands	Actuals	Actuals	Actuals
<b>Academic Affairs</b>			
Salaries	7,455	7,765	7,475
Benefits	2,129	2,874	2,471
Operating Expenses	5,002	6,130	8,534
<b>441 - TF-Extended Education Operations Total</b>	<b>14,586</b>	<b>16,769</b>	<b>18,480</b>
Salaries	20	15	28
Benefits	0	0	0
Operating Expenses	2,859	2,619	2,501
<b>463 - TF-Instructionally Related Activities Trust Total</b>	<b>2,879</b>	<b>2,634</b>	<b>2,529</b>
Salaries	9,345	10,208	10,808
Benefits	2,846	3,362	3,104
Operating Expenses	14,844	14,906	15,604
<b>465 - TF-Contracts and Grant Trust Total</b>	<b>27,035</b>	<b>28,476</b>	<b>29,516</b>
Salaries & Benefit	392	402	488
Operating Expenses	1,654	1,273	1,350
<b>481 - TF-Lottery Education Fund Total</b>	<b>2,046</b>	<b>1,675</b>	<b>1,838</b>
Salaries	137,319	143,193	150,229
Benefits	62,427	67,208	70,445
Operating Expenses	5,757	7,449	11,172
Work Study	1,090	1,114	987
<b>485 - TF-CSU Operating Fund Total <sup>(1)</sup></b>	<b>206,593</b>	<b>218,964</b>	<b>232,832</b>
Salaries	541	530	746
Operating Expenses	1,325	860	1,667
<b>496 - TF-Miscellaneous Trust Total</b>	<b>1,866</b>	<b>1,390</b>	<b>2,413</b>
<b>Academic Affairs Total</b>	<b>\$255,005</b>	<b>\$269,908</b>	<b>\$287,608</b>

<sup>13</sup> Recommended Funds

<sup>(1)</sup> Including NG001, NR101, SUXXX, TSXXX and operating expenses do not include transfers out

## Administration & Finance

	2016-17	2017-18	2018-19
in thousands	Actuals	Actuals	Actuals
<b>Administration &amp; Finance</b>			
Salaries	33	40	49
Benefits	24	23	27
Operating Expenses	1	1	1
<b>472 - TF-Parking Revenue Fund-Parking Fees Total <sup>(1)</sup></b>	<b>57</b>	<b>64</b>	<b>78</b>
Salaries	24,390	26,071	33,082
Benefits	13,775	14,886	18,745
Operating Expenses	7,769	13,621	20,432
Work Study	128	158	147
<b>485 - TF-CSU Operating Fund Total</b>	<b>46,063</b>	<b>54,736</b>	<b>72,406</b>
Salaries & Benefits	333	676	592
Operating Expenses	942	460	382
<b>496 - TF-Miscellaneous Trust Total</b>	<b>1,275</b>	<b>1,136</b>	<b>975</b>
Salaries	7,708	6,931	2,429
Benefits	3,887	4,184	2,071
Bond Payment	19,470	23,322	31,694
Operating Expenses	15,917	14,042	15,854
<b>531 - TF-Housing-Operations and Revenue Total</b>	<b>46,982</b>	<b>48,480</b>	<b>52,048</b>
Salaries	574	560	529
Benefits	393	461	472
Bond Payment	4,405	4,641	4,305
Operating Expenses	864	862	857
<b>534 - TF-Campus Union-Operations and Revenue Total <sup>(2)</sup></b>	<b>6,235</b>	<b>6,524</b>	<b>6,163</b>
<b>Administration &amp; Finance Total</b>	<b>\$100,612</b>	<b>\$110,940</b>	<b>\$131,668</b>

## Student Affairs & Enrollment Management<sup>14</sup>

in thousands	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals
<b>Student Affairs &amp; Enroll Mgmnt</b>			
Salaries	458	11	0
Benefits	124	3	0
Operating Expenses	99	47	175
<b>463 - TF-Instructionally Related Activities Trust Total</b>	<b>681</b>	<b>61</b>	<b>175</b>
Salaries	65	69	71
Benefits	32	42	44
Operating Expenses	848	875	820
<b>471 - TF-Parking Revenue Fund-Fines and Forfeitures Total</b>	<b>945</b>	<b>986</b>	<b>935</b>
Salaries	448	373	470
Benefits	239	259	302
Bond Payment	427	612	536
Operating Expenses	248	240	249
<b>472 - TF-Parking Revenue Fund-Parking Fees Total</b>	<b>1,361</b>	<b>1,484</b>	<b>1,558</b>
Salaries	86	107	78
Operating Expenses	117	24	121
<b>481 - TF-Lottery Education Fund Total</b>	<b>204</b>	<b>131</b>	<b>199</b>
Salaries	20,387	20,957	22,196
Benefits	10,527	11,122	11,575
Operating Expenses	3,369	3,542	5,302
Work Study	151	173	144
<b>485 - TF-CSU Operating Fund Total</b>	<b>34,434</b>	<b>35,794</b>	<b>39,218</b>
Salaries	1,728	1,282	1,419
Operating Expenses	1,309	1,223	1,241
<b>496 - TF-Miscellaneous Trust Total</b>	<b>3,037</b>	<b>2,504</b>	<b>2,660</b>
Salaries	1,511	1,619	1,799
Benefits	282	381	616
Operating Expenses	285	667	570
<b>531 - TF-Housing-Operations and Revenue Total <sup>(1)</sup></b>	<b>2,079</b>	<b>2,667</b>	<b>2,985</b>
Salaries	43	1,583	1,971
Benefits	19	281	299
Operating Expenses	26	1,147	5,211
<b>534 - TF-Campus Union-Operations and Revenue Total</b>	<b>88</b>	<b>3,011</b>	<b>7,482</b>
<b>Student Affairs &amp; Enroll Mgmnt Total</b>	<b>\$42,829</b>	<b>\$46,639</b>	<b>\$55,210</b>

<sup>14</sup> (1) Residential Life

## Office of the President<sup>15</sup>

in thousands	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals
<b>Office of the President</b>			
Salaries	593	668	692
Benefits	347	317	402
Operating Expenses	1,157	1,318	1,747
<b>463 - TF-Instructionally Related Activities Trust Total</b>	<b>2,097</b>	<b>2,303</b>	<b>2,840</b>
Salaries	2,368	2,734	2,716
Benefits	1,162	1,252	1,299
Operating Expenses	412	613	696
Work Study	30	33	45
<b>485 - TF-CSU Operating Fund Total <sup>(1)</sup></b>	<b>3,972</b>	<b>4,633</b>	<b>4,755</b>
Salaries	3	6	3
Operating Expenses	205	153	61
<b>496 - TF-Miscellaneous Trust Total <sup>(2)</sup></b>	<b>208</b>	<b>159</b>	<b>64</b>
<b>Office of the President Total</b>	<b>\$6,277</b>	<b>\$7,094</b>	<b>\$7,660</b>

## University Advancement

in thousands	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals
<b>University Advancement</b>			
Salaries	5,068	5,139	5,274
Benefits	2,468	2,567	2,602
Operating Expenses	1,563	1,365	1,649
Work Study	20	22	10
<b>485 - TF-CSU Operating Fund Total</b>	<b>9,119</b>	<b>9,093</b>	<b>9,535</b>
			<b>0</b>
Operating Expenses	54	14	4
<b>496 - TF-Miscellaneous Trust Total</b>	<b>54</b>	<b>14</b>	<b>4</b>
<b>University Advancement Total</b>	<b>\$9,173</b>	<b>\$9,107</b>	<b>\$9,538</b>

<sup>15</sup>

<sup>(1)</sup> Includes Athletics

<sup>(2)</sup> Athletics Trust Fund

## University Enterprises

	2016-17	2017-18	2018-19
in thousands	Actuals	Actuals	Actuals
<b>University Enterprise</b>			
<b>485 - TF-CSU Operating Fund</b>			
Salaries	1,060	1,823	2,154
Benefits	502	932	1,133
Operating Expenses	148	206	258
Work Study	3	6	4
<b>485 - TF-CSU Operating Fund Total</b>	<b>1,713</b>	<b>2,967</b>	<b>3,549</b>
Salaries & Benefits	2,078	2,151	2,391
Operating Expenses	44	478	1,682
<b>496 - TF-Miscellaneous Trust Total</b>	<b>2,122</b>	<b>2,629</b>	<b>4,073</b>
<b>University Enterprise Total</b>	<b>\$3,835</b>	<b>\$5,596</b>	<b>\$7,621</b>

## University Wide

	2016-17	2017-18	2018-19
in thousands	Actuals	Actuals	Actuals
<b>University Wide</b>			
Salaries	525	0	0
Benefits	365	0	363
Financial Aid	45,818	49,468	47,048
Operating Expenses	13,330	11,722	15,037
<b>485 - TF-CSU Operating Fund Total</b>	<b>60,038</b>	<b>61,190</b>	<b>62,448</b>
<b>University Wide Total</b>	<b>\$60,038</b>	<b>\$61,190</b>	<b>\$62,448</b>



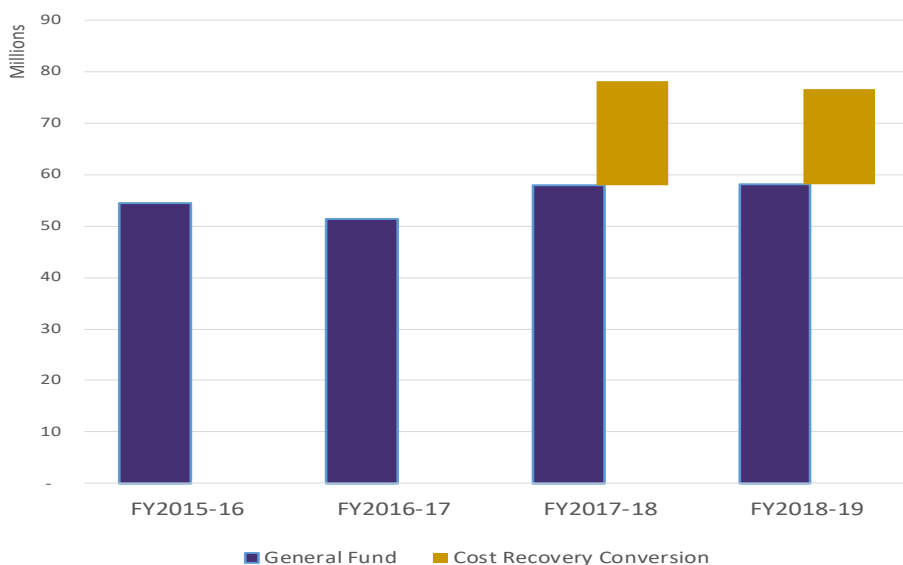
## FUND BALANCE

In response to the ICSUAM 2000.1 budget policy on campus reserve management and reporting, SF State is working hard to manage fund balances with greater transparency.

The university general fund balance decreased by 2 percent from FY2017-18 to FY2018-19.

Much of the general fund balance is already fully committed to various university programs. Most of the dollars are designated for commitments that have been made but are not yet paid, such as program development, open commitments, and plant (facilities maintenance and repairs). Approximately 5 percent of our general fund is not designated for specific purposes. This equates to less than a month of payroll expenditures (\$20 million/month) for the total campus. Holding a small share of fund balance in reserve is necessary for the operation of the University. The funds are used as a safeguard against revenue fluctuations caused by enrollment changes or state budget cuts, and to cover sudden cost increases for obligations like utilities, risk pool, and benefits.

### General Fund Total Fund Balance FY15-16 to FY18-19<sup>16</sup>



<sup>16</sup> CSU-485 fund balance includes operating fund, Student Health, 485-Misc course fee, escheat and CSU491&496 Converted, yellow part of the chart represent the cost recovery funds about 20 million in FY2017-18 to 19 million in FY2018-19.

## DETAILED STATEMENT OF UNIVERSITY GENERAL FUND REVENUE BUDGET

### GENERAL FUND ADDITIONS, FY19-20<sup>17</sup>

In thousands

Budgeted FTES	FY2018-19	Budget	FY2019-20 Budget	Adjustment	Percent Change
CSU Resident FTES Allocation		24,099	24,582	483	2%
SFSU Resident FTES Budget		24,099	24,219	120	0.05%
Adjustment		0	(363)		
Percent Change		0%	-1.5%		

General Fund Operating Budget	FY2018-19	Budget	FY2019-20 Budget	Adjustment	Percent Change
General Fund Appropriations		180,497	198,021	17,524	
Higher Education Fees		186,746	185,751	-995	
Other Financial Sources		10,254	11,393	1,139	
Revenue From Investment		900	1,200	300	
<b>Total Sources</b>		<b>\$378,396</b>	<b>\$396,364</b>	<b>\$17,968</b>	<b>5%</b>

### DETAIL OF BUDGET ADJUSTMENTS, FY18-19 AND FY19-20

#### CSU Budget Adjustments

Graduation Initiative (GI) 2025	2,121
Compensation	9,215
Enrollment Growth 2%	3,217
Mandatory Cost Increase	1,380
Total Allocation	<b>\$15,933</b>
 Tuition Fee and other Financial Sources Adjustment	 444
Prior Year Retirement Adjustment	1,591
 Total Budget Increase	 <b>\$17,968</b>

### FY19-20 GENERAL FUND SOURCES AND USES

In thousands

<sup>17</sup> a) See next page for a revenue breakdown; <sup>b)</sup> Permanent adjustment for health and dental benefits

**General Fund Operating Budget**

	<b>FY2018-19</b>	<b>FY2019-20</b>		
	<b>Budget</b>	<b>Budget</b>	<b>Adjustment</b>	<b>%</b>
General Fund Appropriations	180,497	198,021	17,524	
Higher Education Fees	186,746	185,751	-995	
Other Financial Sources	10,254	11,393	1,139	
Revenue From Investment	900	1,200	300	
<b>Total Sources</b>	<b>\$378,396</b>	<b>\$396,364</b>	<b>\$17,968</b>	<b>5%</b>
Academic Affairs	153,679	156,401	2,723	
Administration & Finance	32,030	34,256	2,225	
Office of the President	2,663	2,791	128	
Student Affairs & Enrollment Management	18,062	19,381	1,319	
University Advancement	6,201	6,413	212	
University Enterprises	2,262	2,640	377	
University Wide	165,356	180,679	15,322	
<b>Total Expenditures</b>	<b>\$380,253</b>	<b>\$402,559</b>	<b>\$22,307</b>	<b>6%</b>
<b>Impact</b>	<b>-\$1,857</b>	<b>-\$6,196</b>	<b>-\$4,339</b>	

## GENERAL FUND ADDITIONS SOURCES AND USES FY19-20

In thousands

<b>Additional Sources of Fund</b>	<b>Base</b>	<b>One-Time</b>	<b>Total</b>
General fund Appropriation	15,933	4,362	20,295
Tuition Fee and other Financial Sources	444		444
Prior Year Retirement	1,591		1,591
AA Funds Carried Forward		22,601	22,601
A&F Funds Carried Forward		8,267	8,267
OP Funds Carried Forward		570	570
SAEM Funds Carried Forward		2,612	2,612
UA Funds Carried Forward		746	746
UE Funds Carried Forward		938	938
UW Funds Carried Forward		27,149	27,149
<b>Total Sources</b>	<b>\$17,968</b>	<b>\$67,245</b>	<b>\$85,213</b>
<b>Academic Affairs</b>			
Enrollment Growth	504		504
Graduation Initiative	1,618		1,618
Faculty Promotion	600		600
Graduation Initiative		1,951	1,951
Enrollment funding in support of MSTI 1 <sup>(*)</sup>		90	90
Prior Year Carryforward		20,602	20,602
Prior Year Encumbrance Carryforward		1,999	1,999
<b>Total</b>	<b>\$2,723</b>	<b>\$24,642</b>	<b>\$27,365</b>
<b>Administration &amp; Finance</b>			
Prior Year Salaries Action <sup>(**)</sup>	2,225		2,225
Prior Year Carryforward		5,361	5,361
Prior Year Encumbrance Carryforward		2,906	2,906
	<b>\$2,225</b>	<b>\$8,267</b>	<b>\$10,492</b>
<b>Office of the President</b>			
Athletics: Assisting Coaches	128		128
Prior Year Carryforward		568	568
Prior Year Encumbrance Carryforward		2	2
	<b>\$128</b>	<b>\$570</b>	<b>\$698</b>
<b>Student Affairs &amp; Enrollment Management</b>			
Graduation Initiative 2025	874		874
Salary Action UPD (*)	554		554
Prior Year Carryforward		2,158	2,158
Prior Year Encumbrance Carryforward		454	454
	<b>\$1,428</b>	<b>\$2,612</b>	<b>\$4,040</b>

## GENERAL FUND ADDITIONS SOURCES AND USES FY19-20<sup>18</sup>

<b>University Advancement</b>	<b>Base</b>	<b>One-Time</b>	<b>Total</b>
Salaries Action <sup>(**)</sup>	212		212
Prior Year Carryforward		601	601
Prior Year Encumbrance Carryforward		144	144
	<u>\$212</u>	<u>\$746</u>	<u>\$958</u>
<b>University Enterprises</b>			
Salaries Action <sup>(**)</sup>	377		377
Prior Year Carryforward		898	898
Prior Year Encumbrance Carryforward		41	41
	<u>\$377</u>	<u>\$938</u>	<u>\$1,316</u>
<b>University Wide</b>			
General Salaries Increase	5,730		5,730
Benefits <sup>(***)</sup>	6,195		6,195
Operating Expenses	39		39
Utilities	2,692		2,692
Risk Pool	1,367		1,367
Financial Aid	-701		-701
Enrollment		2,321	2,321
Prior Year Carryforward		26,129	26,129
Prior Year Encumbrance Carryforward		1,020	1,020
	<u>\$15,322</u>	<u>\$29,470</u>	<u>\$44,792</u>
<b>Total Uses</b>	<b>\$22,416</b>	<b>\$67,245</b>	<b>\$89,660</b>
<b>Impact</b>	<b>-\$4,448</b>	<b>\$0</b>	<b>-\$4,448</b>

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(\*)MSTI 1 Math Science and Teaching Instruction , UPD-University Police Department;

(\*\*) Salary Action includes 22 positions in A&F, 4 positions in UA and 4 positions in UE;

(\*\*\*) Health-\$430k,Retirement Above State Funding-\$769k,GSI& Other Salary Action Benefits-\$3,329K,Retirement Adjustment-\$1,667K

## OPERATING FUNDS SUMMARY FY16-17 to FY19-20 <sup>19</sup>

in thousands	Actual.	Actual.	Original Budget.	Actual.	2018/19 Org Budget vs Actuals		Original Budget.	2019/20 Budget vs 2018/19 Actuals	
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	Amount	%	FY 19-20	Amount	%
	a	b	c	d	e = d-c	f = e/c	g	h=g-d	i=h/d
General Fund Allocation	157,402	169,633	180,497	181,977	1,481	1%	198,021	16,043	9%
Spring-Revenue	70,421	74,530	74,825	74,515	(310)		74,324	(191)	
Summer-Revenue	11,533	12,216	13,000	13,052	52		13,000	(52)	
Fall-Revenue	73,515	80,166	80,000	79,928	(72)		80,000	72	
Total Tuition Fees	155,470	166,913	167,825	167,494	(331)	0%	167,324	(170)	0%
Mandatory Fees <sup>(1)</sup>	18,605	18,765	18,684	18,334	(350)		18,227	(107)	
501802-Transcripts	157	133	137	118	(19)		120	2	
501803-Library Fines	25	14	24	14	(10)		15	1	
501804-Late Registration Fee	54	15	54	45	(9)		43	(2)	
501805-Bad Check Fee	14	14	12	15	3		12	(3)	
501806-Late Fee	10	10	10	11	1		10	(1)	
508001-Interest-Rmp	0	0	0	0	0		0	0	
Other Fees <sup>(2)</sup>	261	186	237	203	(34)		200	(3)	
Other Revenue	1,791	1,281	900	2,520	1,620		1,248	(1,272)	
Revenue Subtotal	176,127	187,144	187,646	188,550	905	0%	186,999	(1,552)	-1%
Cost Recovery. <sup>(3)</sup>	0	4,502	7,686	10,255	2,569		10,681	426	
State Retirement. <sup>(4)</sup>	0	0	2,055	0	(2,055)		1,667	1,667	
Federal Reimbursements Work Study. <sup>(5)</sup>	1,340	1,309	1,461	1,333	(129)		1,462	129	
Reimbursed Release Time. <sup>(6)</sup>	1,905	1,630	1,507	1,707	200		1,700	(7)	
Reimbursed Release Time Benefits. <sup>(7)</sup>	1,087	1,104	857	912	55		794	(118)	
Cost Allocation. <sup>(8)</sup>	426	251	0	0	0		0	0	
Other Revenue	4,758	8,797	13,566	14,207	641	5%	16,304	2,097	15%
<b>Total Revenues / Other Sources.</b>	<b>338,287</b>	<b>365,574</b>	<b>381,708</b>	<b>384,735</b>	<b>3,026</b>	<b>1%</b>	<b>401,323</b>	<b>16,589</b>	<b>4%</b>
Salary & Wages.	183,287	194,103	206,675	201,257	(5,418)		216,403	15,146	
Benefits.	86,760	94,360	100,615	98,926	(1,689)		107,568	8,642	
Operating Expenses.	20,450	18,555	14,070	21,937	7,867		19,988	(1,949)	
Utilities.	4,382	4,777	4,640	6,949	2,309		7,320	371	
Risk Pool.	4,028	4,412	4,633	5,385	753		6,015	629	
Work Study.	1,422	1,507	1,461	1,337	(124)		1,461	124	
Total Financial Aid.	45,818	49,468	46,964	47,048	83		46,463	(584)	
660809-Carry-Forward: Other Expenses	0	3	(350)	0	350		(6,196)	(6,196)	
<b>All Expenses.</b>	<b>346,147</b>	<b>367,186</b>	<b>378,708</b>	<b>382,839</b>	<b>4,130</b>	<b>1%</b>	<b>399,023</b>	<b>16,184</b>	<b>4%</b>
All Transfers In.	9,134	14,129	0	4,245			0		
All Transfers Out.	5,627	5,476	3,000	10,584			2,300		
Net Transfers.	3,508	8,653	(3,000)	(6,339)			(2,300)		
<b>Operating Income (Loss). <sup>(9)</sup></b>	<b>\$(4,352)</b>	<b>\$7,041</b>	<b>\$(0)</b>	<b>\$(4,443)</b>	<b>(4,443)</b>		<b>\$(0)</b>	<b>4,443</b>	

<sup>19</sup>Operating Funds include: NG001, NG025, NG100, NR101, SE001, SU001-SU004

(1) Mandatory Fees includes: 501002- Non Res Tuition Fee, 501004--Application Fee, 501201-Professional MB Tuition Fee, 501400-Allowance for Doubtful Account

(2) Other Financial Sources includes 508001-Interest-Rmp, 580093 -Other Non-Op Rev, 580194 -Cost Recovery from other CsU F, 580803- Insurance Recovery

(3) Other Financial Sources includes 508001-Interest-Rmp, 580093 -Other Non-Op Rev, 580194 -Cost Recovery from other CsU F, 580803- Insurance Recovery

(4) Cost Recovery is accounts 580094-IDC Cost Rec from CSU465, 580095 Cost Recovery from Aux, 580818-Cost Recover from Other CSU Funds wn 0948

(5) State Retirement is account 660805-Budget Adjustments, only Dept 7020-Unallocated Accounts

(6) Federal Reimbursements Work Study. is account 602802-W/S Fed on Camp 70%

(7) Reimbursed Release Time is account 601828-Reimb Release Time Salary, only Dept F001

(8) Reimbursed Release Time Benefits is account 603818- Reimbursement Release Time Benefits, only Dept F001

(9) Cost Allocation is account 660846 -Cost Recovery-Expenses, only Dept 7020 Dept 7020-Unallocated Accounts

# OPERATING FUNDS INCLUDING NR201, NR301, NR401 SUMMARY FY16-17 to FY19-20 <sup>20</sup>

in thousands	Actual.	Actual.	Original Budget.	Actual.	2018/19 Org Budget vs Actuals		Original Budget.	2019/20 Budget vs 2018/19 Actuals	
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	Amount	%	FY 19-20	Amount	%
	a	b	c	d	e = d-c	f = e/c	g	h=g-d	i=h/d
General Fund Allocation	157,402	169,633	180,497	181,950	1,453	1%	198,021	16,071	9%
Spring-Revenue	70,421	74,530	74,825	74,515	(310)		74,324	(191)	
Summer-Revenue	11,533	12,216	13,000	13,052	52		13,000	(52)	
Fall-Revenue	73,515	80,166	80,000	79,928	(72)		80,000	72	
Total Tuition Fees	155,470	166,913	167,825	167,494	(331)	0%	167,324	(170)	0%
Mandatory Fees <sup>(1)</sup>	18,605	18,765	18,684	18,334	(350)		18,227	(107)	
501802-Transcripts	157	133	137	118	(19)		120	2	
501803-Library Fines	25	14	24	14	(10)		15	1	
501804-Late Registration Fee	54	15	54	45	(9)		43	(2)	
501805-Bad Check Fee	14	14	12	15	3		12	(3)	
501806-Late Fee	10	10	10	11	1		10	(1)	
508001-Interest-Rmp	0	0	0	0	0		0	0	
Other Fees <sup>(2)</sup>	261	186	237	203	(34)		200	(3)	
Other Revenue	1,791	1,309	900	3,962	3,062		1,248	(2,714)	
Revenue Subtotal	176,127	187,172	187,646	189,993	2,347	1%	186,999	(2,994)	-2%
Cost Recovery. <sup>(3)</sup>	0	4,502	7,686	28,875	21,189		10,752	(18,123)	
State Retirement. <sup>(4)</sup>	0	0	2,055	0	(2,055)		1,667	1,667	
Federal Reimbursements Work Study. <sup>(5)</sup>	1,340	1,309	1,461	1,333	(129)		1,462	129	
Reimbursed Release Time. <sup>(6)</sup>	1,905	1,630	1,507	1,707	200		1,700	(7)	
Reimbursed Release Time Benefits. <sup>(7)</sup>	1,087	1,104	857	912	55		794	(118)	
Cost Allocation. <sup>(8)</sup>	426	251	0	0	0		0	0	
Other Revenue	4,758	8,797	13,566	32,827	19,261	142%	16,375	(16,453)	-50%
<b>Total Revenues / Other Sources.</b>	<b>338,287</b>	<b>365,602</b>	<b>381,708</b>	<b>404,770</b>	<b>23,062</b>	<b>6%</b>	<b>401,394</b>	<b>(3,376)</b>	<b>-1%</b>
Salary & Wages.	183,287	194,103	206,675	209,140	2,465		216,454	7,314	
Benefits.	86,760	94,360	100,615	102,691	2,076		107,588	4,897	
Operating Expenses.	20,450	18,642	14,070	30,058	15,988		19,988	(10,070)	
Utilities.	4,382	4,777	4,640	6,949	2,309		7,320	371	
Risk Pool.	4,028	4,412	4,633	5,385	753		6,015	629	
Work Study.	1,422	1,507	1,461	1,337	(124)		1,461	124	
Total Financial Aid.	45,818	49,468	46,964	47,048	83		46,463	(584)	
660809-Carry-Forward: Other Expenses	0	3	(350)	0	350		(6,196)	(6,196)	
<b>All Expenses.</b>	<b>346,147</b>	<b>367,272</b>	<b>378,708</b>	<b>402,608</b>	<b>23,900</b>	<b>6%</b>	<b>399,094</b>	<b>(3,514)</b>	<b>-1%</b>
All Transfers In.	9,134	30,604	0	9,571			0		
All Transfers Out.	5,627	5,495	3,000	14,001			2,300		
Net Transfers.	3,508	25,108	(3,000)	(4,430)			(2,300)		
<b>Operating Income (Loss). <sup>(9)</sup></b>	<b>\$(4,352)</b>	<b>\$23,438</b>	<b>\$(0)</b>	<b>\$(2,268)</b>	<b>(2,268)</b>		<b>\$0</b>	<b>2,268</b>	

<sup>20</sup>Operating Funds include: NG001, NG025, NG100, NR101, NR201-Recovered Indirect Costs, NR301-Cost Recovery, NR401-Programs & Initiatives, SE001, SU001-SU004. Please note that for the Original Budget for FY18-19 and FY19-20 NR201, NR301, and NR401 data is not included as these amounts are reflected in the Revised Budget.

(1) Mandatory Fees includes: 501002- Non Res Tuition Fee, 501004--Application Fee, 501201-Professional MB Tuition Fee, 501400-Allowance for Doubtful Account

(2) Other Financial Sources includes 508001-Interest-Rmp, 580093 -Other Non-Op Rev, 580194 -Cost Recovery from other Cs F, 580803- Insurance Recovery

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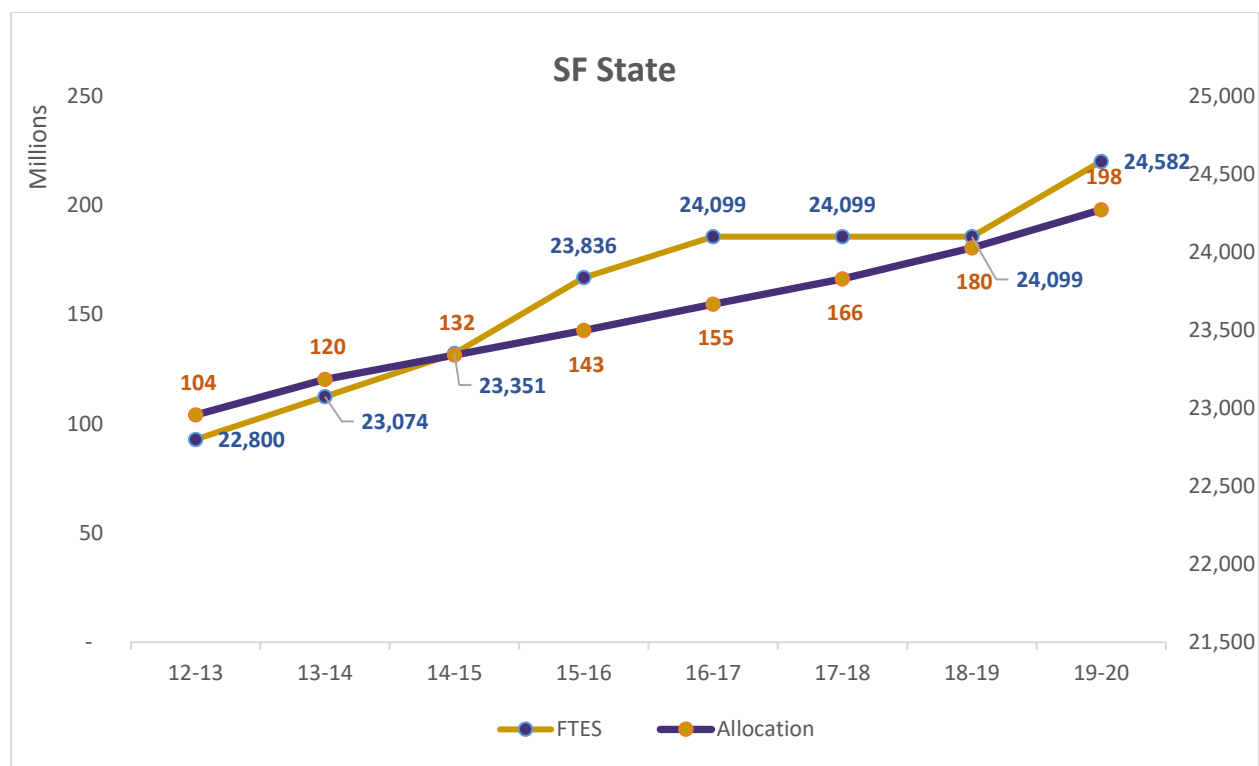
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## GENERAL FUND BUDGET SUMMARY

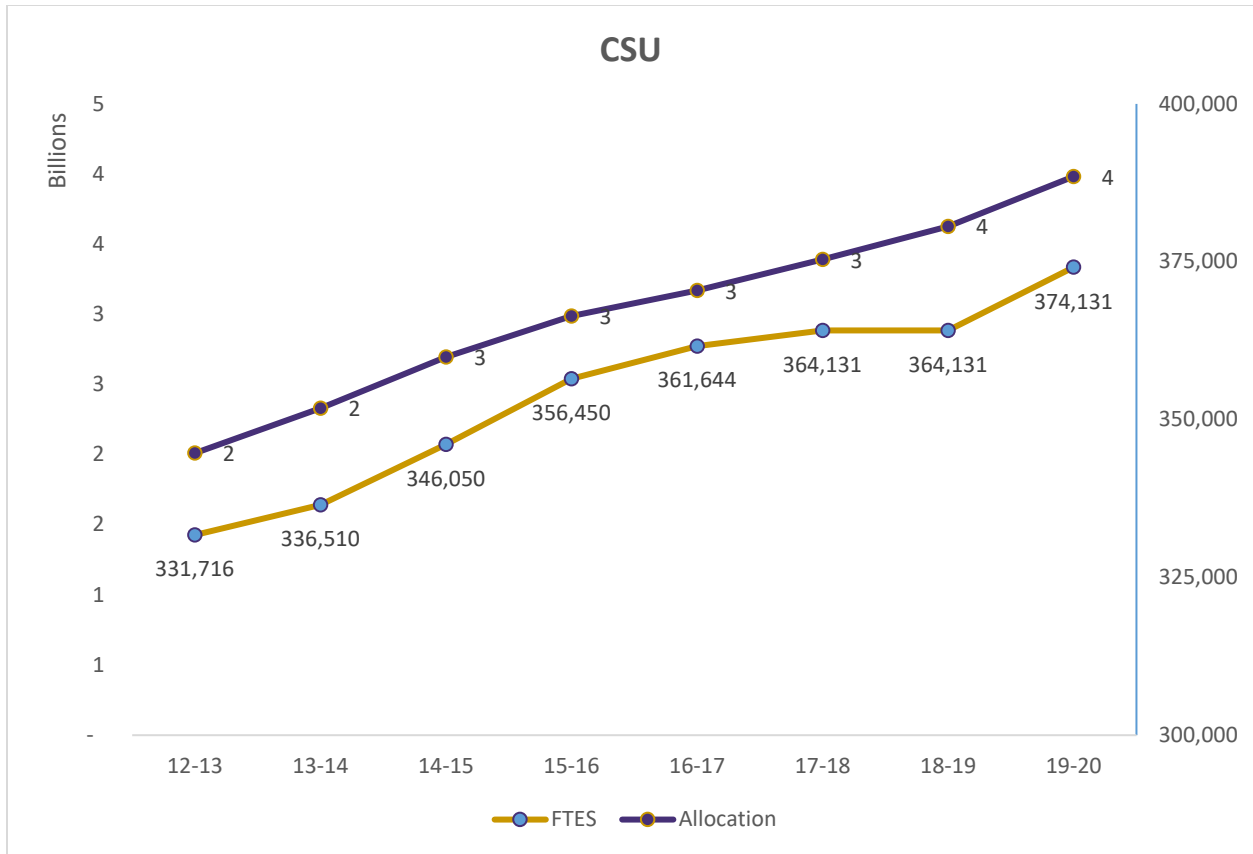
The CSU General Fund remains the primary source of support for the university general fund, which includes state funding and student fees collected locally by SF State (e.g., tuition fees, on-resident fees, and application fees). Even though the University's instructional, research, and engagement activities are supported with a mix of undesignated and designated funds, most financial decisions are based on the availability of undesignated general funds.

In June 2019, Governor Newsom signed and enacted the 2019-20 California State Budget, appropriating general funds of \$4.3 billion towards the California State University. This allocation extends the practice of providing annual budget increases for the CSU into an eighth year and represents a significant investment in the state's public higher education segments. These investments reflect the Administration's commitment to affordability, access, and efficiency in higher education. CSU state base general fund has increased for the last 8 years in amount of \$2 billion followed by an increase in enrollment of 42,415 FTES.



SF State's general fund base allocation has increased for the last 8 yrs. in amount of \$94 million and an increase in enrollment of 1,782 FTES.





Excluding one-time funds, the university general fund budget totals \$396 million, compared to \$378 million last year. This five percent increase is mostly due to the state allocation growth, which includes compensation adjustments changes, financial aid (SUG) adjustments, and graduation initiatives funding.

## BENCHMARK OF CSU CAMPUS GENERAL FUND EXPENDITURES FY17-18 <sup>21</sup>

in thousands	San Francisco		San Jose		Fullerton		Long Beach		Northridge		San Diego	
Expense Categories (b)	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%	Actuals	%
1 - Instruction	176,215	46%	187,576	45%	205,291	44%	210,736	44%	198,575	43%	193,011	43%
2 - Research	644	0%	207	0%	191	0%	520	0%	3,411	1%	2,269	1%
3 - Public Safety	1,147	0%	1,831	0%	591	0%	940	0%	1,278	0%	1,423	0%
4 - Academic Support	41,112	11%	36,971	9%	34,608	7%	46,856	10%	43,428	9%	50,942	11%
5 - Student Services	32,064	8%	58,171	14%	43,509	9%	52,148	11%	60,958	13%	64,339	14%
6 - Institutional Support	45,601	12%	34,270	8%	68,516	15%	46,010	10%	45,254	10%	42,258	9%
7 - Operation and Maintenance	40,979	11%	50,745	12%	53,566	12%	57,866	12%	46,577	10%	55,558	12%
8 - Student Financial Aid	49,468	13%	49,822	12%	56,295	12%	58,710	12%	64,070	14%	36,682	8%
Total Operating Expenses	\$387,232	100%	\$419,593	100%	\$462,567	100%	\$473,786	100%	\$463,551	100%	\$446,482	100%
2017/18 College Year FTES ©	23,237		22,750		30,343		29,174		29,021		27,404	
\$ Expended per FTES	17		18		15		16		16		16	

<sup>21</sup>

(a) The data source for this report is the “Actuals Summaries” for the CSU Operating fund available on the CSU Budget Office website: <https://csu.calstate.edu/Divisions-orgs/bus-fin/budget/Pages/final->

(b) Campuses representative of the “Big 5” comparable CSU institutions.

(c) Standard reporting categories used by all universities to report financial data. Source: <https://csu.calstate.edu/Divisions-orgs/bus-fin/budget/Pages/enrollment-actuals 2016-17.XLSX>; Table 3

## ORGANIZATIONAL CHANGES

For FY19-20 no organizational changes are included in the budget report.

## STUDENT FEES

Fiscal year			2017-18	2018-19	2019-20	Increase from PY	Percentage
Tuition Fee	Undergraduate Tuition Fee	6.0 or less Units - PT	\$ 3,330	\$ 3,330	\$ 3,330	-	
		6.1 or more Units - FT	\$ 5,742	\$ 5,742	\$ 5,742	-	
	Credential Program Tuition Fee	6.0 or less Units - PT	\$ 3,864	\$ 3,864	\$ 3,864	-	
		6.1 or more Units - FT	\$ 6,660	\$ 6,660	\$ 6,660	-	
	Graduation Including Post-Baccalaureate, 2nd Degree and Master's Programs tuition Fee	6.0 or less Units - PT	\$ 4,164	\$ 4,164	\$ 4,164	-	
		6.1 or more Units - FT	\$ 7,176	\$ 7,176	\$ 7,176	-	
	Education Doctorate tuition Fee	1 or more Units	\$ 11,838	\$ 11,838	\$ 11,838	-	
	Non- Resident Tuition	Per Unit	\$ 396	\$ 396	\$ 396	-	
Mandatory Fees	Student Body Center		\$ 164	\$ 164	\$ 164	-	
	Recreation & Wellness Center		\$ 320	\$ 326	\$ 332	\$ 6	2%
	Student Body Association		\$ 108	\$ 108	\$ 108	-	
	Student Health Service		\$ 314	\$ 314	\$ 314	-	
	IRA - General		\$ 100	\$ 100	\$ 100	-	
	IRA - Athletics		\$ 136	\$ 136	\$ 136	-	
	Health Facilities		\$ 6	\$ 6	\$ 6	-	
	Campus Service Card		\$ 4	\$ 4	\$ 4	-	
	Gator Pass		\$ 360	\$ 360	\$ 360	-	
	Student Involvement and Representation		\$ 4	\$ 4	\$ 4	-	
Total Campus Fees		\$ 1,516	\$ 1,522	\$ 1,528			

Mandatory Student Fees are defined as those fees required from an individual in order to attend SF State. Mandatory fees can be system-wide or campus specific. The Recreation & Wellness Center Mandatory Fee will increase about 2 percent over the prior year or six dollars, which will raise the fee to \$332.

Category I: System-wide mandatory tuition and other fees that must be paid to apply to, enroll in, or attend the university, or to pay the full cost of instruction required of some students by statute.).

Category II: Campus mandatory fees that must be paid to enroll in or attend the university.

Voluntary Student Representation. In 2015-16 after an extensive consultation process throughout the CSU, a new voluntary fee for the California State Student Association (CSSA) known as the "Student Involvement and Representation Fee" (SIRF) was implemented. This fee is assessed at a rate of \$2 in the fall and spring terms and students may voluntarily "opt-out". The full text of E.O. 1102 may be found on-line (<http://www.calstate.edu/eo/eo-1102.html>).

To estimate the total cost to attend SF State you can find this on line at:

<https://www2.calstate.edu/attend/paying-for-college/Pages/csu-costs.aspx>

## SF STATE ENROLLMENT PLAN

Student Enrollment drives the majority of the CSU's budget allocations from the State, whether for academic activities or capital and technology initiatives. The CSU's Enrollment Plan Cycle begins in the fall for the following fiscal year. A system-wide enrollment level is indicated each year in the Board of Trustees' Support budget request. Enrollment targets for each campus are jointly determined by the Chancellor and campus presidents, which forms the primary driver used to distribute new resources.

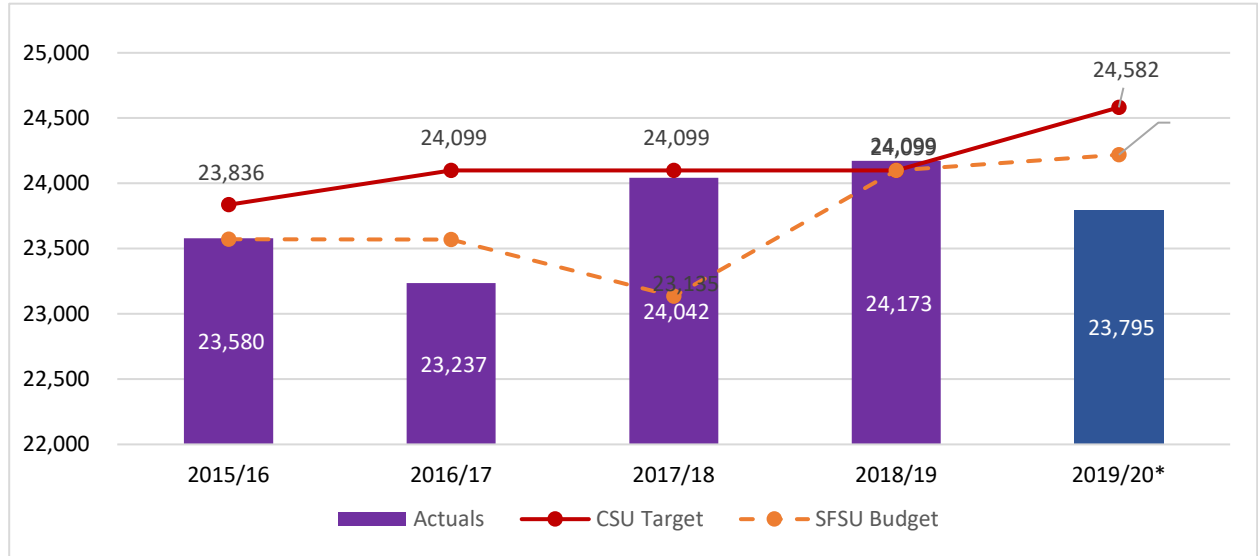
### California (CA) Resident Enrollment (State-Support)

CA Resident student enrollment has fluctuated over the years as the state budget has experienced periods of health and bust. Between FY10-11 and FY12-13, CA resident enrollment has exceeded the CSU target. As a result, the campus declared the campus-wide impaction for first-time freshmen and new undergraduate transfers in fall 2013. In an effort to address enrollment, the summer program was moved from the self-support summer to the state side, started in FY15-16.

As shown in the table and chart below, SF State's enrollment allocation (CSU target) had remained the same at 24,099 FTES for the three years and then raised by 2 percent this year in 2019-20. The most recent college year enrollment in 2018-19 slightly increased by 0.5 percent and came in at 0.3 percent above the CSU target. For 2019-20, the campus projected that the CA resident enrollment will decline about 1.6 percent (or 378 FTES) and anticipated to come in below the CSU target about 3.2 percent.

	SF STATE RESIDENT ENROLLMENT (FTES)				
	2015/16	2016/17	2017/18	2018/19	2019/20
CSU Target	23,836	24,099	24,099	24,099	24,582
SFSU Budget	23,572	23,570	23,135	24,099	24,219
Actuals	23,580	23,237	24,042	24,168	23,795

\*FY19-20 is a projected actuals



### Non-California Resident Enrollment (Self-Supported)

While the CSU Support Budget includes projections for both resident and non-resident FTES, the State only funds CA resident FTES. Non-resident FTES is considered a self-supported funding through Tuition Fee and Non-resident Fee revenues. CSU campuses have the authority to set their own internal targets within a reasonable range.

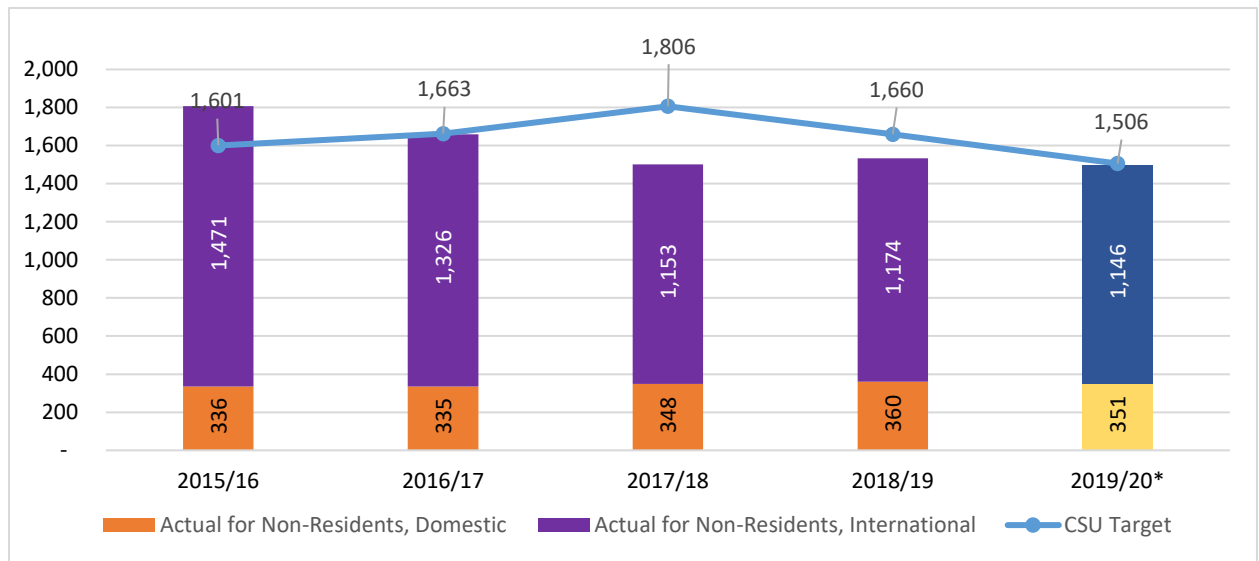
As illustrated in the table and chart below, the non-resident enrollment began to decline in 2016-17 and then had a slight increase in 2018-19. It is anticipated that the non-resident enrollment will come in at 1,497 FTES in 2019-20 that is about 2.4 percent lower than the previous year. It will be about 0.6 percent (or 9 FTES) below an internal target.

An improvement in non-resident enrollment is the campus's high priority for the upcoming years. The strategic efforts to support the new student recruitment and outreach are critical to redirect the enrollment and improve the quality of our students.

#### SF STATE NON-RESIDENT ENROLLMENT (FTES)

	2015/16	2016/17	2017/18	2018/19	2019/20*
Internal Target	1,601	1,663	1,806	1,660	1,506
Actuals	1,807	1,660	1,501	1,506	1,497
Actual for Non-Residents, Domestic	336	335	348	360	351
Actual for Non-Residents, International	1,471	1,326	1,153	1,146	1,146

*\*FY19/20 is a projected actuals*



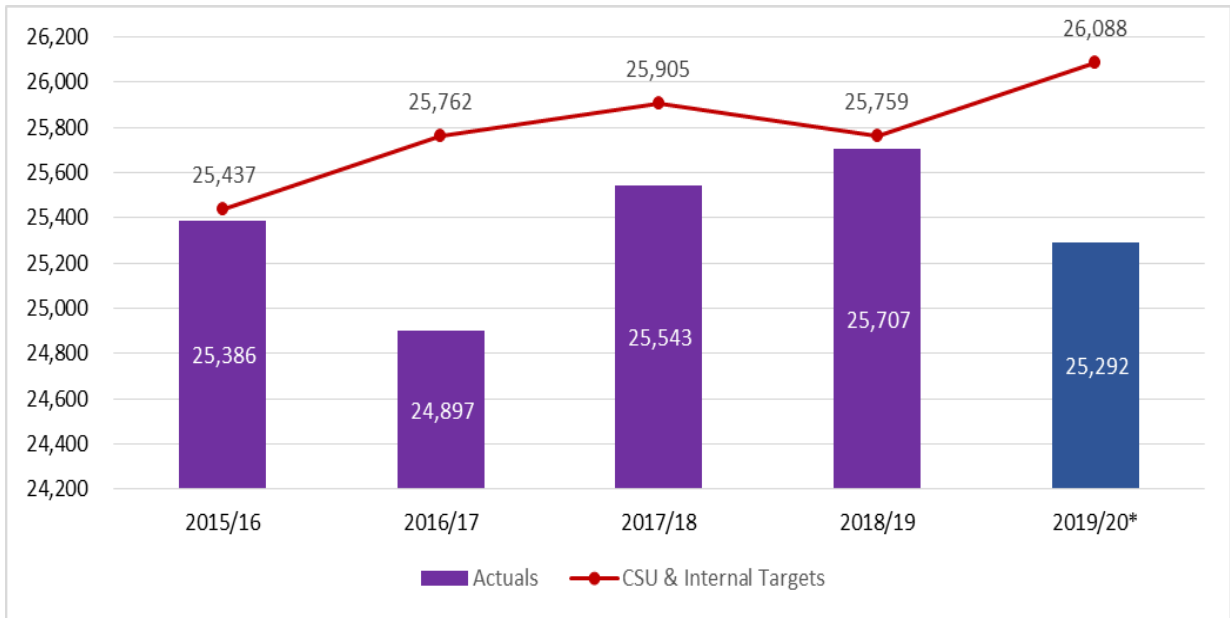
### SFSU Overall Enrollment Summary

SF State enrollment (included both CA resident and non-resident enrollment) had fluctuated for the last five years. As shown in the table and chart below, the campus had experienced enrollment growth for three consecutive years (2016-17 to 2018-19). With lower enrollment in both new undergraduates and graduate students, the campus's total enrollment for 2019-20 is projected for 25,292 FTES which is around 1.6 percent lower than the previous year. It is approximately 3.1 percent (or 796 FTES) below the overall target (CSU and internal targets).

#### SFSU OVERALL ENROLLMENT (FTES)

	2015/16	2016/17	2017/18	2018/19	2019/20*
CSU & Internal Targets	25,437	25,762	25,905	25,759	26,088
Actuals	25,386	24,897	25,543	25,675	25,292

*\*FY19-20 is a projected actuals*





## FY 19-20 EXPENDITURE BUDGET BY CABINET <sup>22</sup>

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<sup>22</sup> General Fund Budget Report by Cabinet/Division Assumptions:

- General Fund includes NG001, NG025, NR101
- Actual full-time employee (FTE) is computed as an average appointment for the position for FY 18-19. FY 19-20 Budget is the Cabinet's position planning.
- Accounts 580094-IDC Cost Rec from CSU465, 580095 Cost Recovery From Aux are included in Revenues/Other Sources

# ACADEMIC AFFAIRS<sup>23</sup>

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	Amount c = b-a	Percent d = c/a	e	f	
Total Revenues / Other Sources.	1,927	2,595	667	35%			
601100-Academic Salary	73,358	75,143	1,785	2%	699	749	50
601103-Graduate Assistant	662	286	(376)	-57%	22	58	36
601304-Teaching Associates	1,865	1,684	(181)	-10%	48	49	1
601806-Part Time Faculty	27,905	25,545	(2,360)	-8%	445	406	(39)
601807-Substitute Faculty	20		(20)	-100%	1		(1)
601810-Summer Session Fac	4,158	4,710	551	13%	5	40	35
601827-Honorarium For Emp Sal Or Ben	287	115	(172)	-60%		1	1
601828-Reimb Release Time Salary	(1,525)		1,525	-100%	(12)		12
601829-Faculty Salary Reimbursement	(558)		558	-100%	(4)		4
601833-Acadenic Salaries-Lump Sum Vac	285		(285)	-100%			
Instructional Faculty.	106,458	107,483	1,025	1%	1,204	1,303	99
601101-Department Chair	4,189	4,132	(57)	-1%	31	32	1
Department Chair.	4,189	4,132	(57)	-1%	31	32	1
601201-Mpp/Supervisory	7,883	8,200	318	4%	56	41	(15)
601835-MPP Salaries-Lump Sum Vac	143		(143)	-100%			
Management & Supervisory.	8,026	8,200	174	2%	56	41	(15)
601300-Support Staff Salary	28,171	29,871	1,700	6%	439	475	36
601301-Overtime	10		(10)	-100%			
601302-Temporary Help	11		(11)	-100%			
601303-Student Assistant	1,738	1,616	(121)	-7%	60	32	(28)
601817-Industrial Disability Leave	22		(22)	-100%			
601821-Shift Differential	20	57	37	189%			
601812-Salary Prepaid Expense W/O	35		(35)	-100%			
601824-Salary Prepaid Expense	(32)		32	-100%			
601834-Staff Salaries -Lump Sum Vac	184		(184)	-100%			
Support Staff.	30,159	31,545	1,386	5%	500	507	7
601836-Holiday Pays	28		(28)	-100%			
Other Salary.	28		(28)	-100%			
Salary & Wages.	148,859	151,360	2,500	2%	1,790	1,883	92
Communications.	43	43	(0)	0%			
Travel.	824	734	(90)	-11%			
State Pro Rata Charges.							
Contractual Services.	372	372	(0)	0%			
It Costs.	1,505	1,105	(400)	-27%			
Services From Other Fnds Agency.	690	690	(0)	0%			
Equipment.	271	271	0	0%			
Misc Operating Expense.	3,216	3,395	179	6%			
Direct Costs.	601	601	0	0%			
Operating Expenses.	7,522	7,210	(311)	-4%			
Utilities.							
Risk Pool.		15	14	14089%			
Work Study.	987		(987)	-100%			
Total Financial Aid.		200	200	-			
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	8,509	7,425	(1,084)	-13%			
All Expenses.	157,368	158,785	1,416	1%			
All Transfers In.	21		(21)	-100%			
All Transfers Out.	170		(170)	-100%			
Net Transfers.	(148)		148	-100%			
Operating Income (Loss). Excluding Benefits	(155,589)	(156,190)	(600)	0%			
Benefits.	70,326	211					
Operating Income (Loss).	(225,915)	(156,401)					

<sup>23</sup> Part Time Faculty FTE: Using prior year part time faculty average salaries to calculate current year FTE based on current year part time faculty total salaries. Prior year FTE: Annualized, except summer faculty using average.

## ACADEMIC AFFAIRS DIVISIONS (COLLEGES)

### COLLEGE OF LIBERAL CREATIVE ARTS

#### **Mission**

The liberal and creative arts provide students with a foundation of confidence, critical thinking and engagement toward a greater good. Our university community is among the nation's most diverse — not only in demographics and global cultures, but also in our embrace of ideas, discourse, creativity and ingenuity.

The College of Liberal & Creative Arts' Advising and Resource Center provides tutoring and training, study spaces, a computer lab and even office supplies. Our alumni will share their insights and successes and help you chart your own career paths.

*Source: SF State website*

# COLLEGE OF LIBERAL CREATIVE ARTS GENERAL FUND BUDGET

		2019/20 Original Budget				FTE		
		Actual	Original Budget	change from 2018/19		Actual	Original Budget	Change
		FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20	from
		YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
in thousands		a	b	c = b-a	d = c/a	e	f	g = f-e
Total	Revenues / Other Sources.	848	800	(48)	-6%			
	601100-Academic Salary	24,517	24,904	387	2%	246	251	5
	601103-Graduate Assistant	290		(290)	-100%	10		(10)
	601304-Teaching Associates	577	532	(45)	-8%	17	19	2
	601806-Part Time Faculty	9,990	8,362	(1,628)	-16%	162	136	(26)
	601807-Substitute Faculty	7		(7)	-100%	1		(1)
	601810-Summer Session Fac	902	1,022	120	13%	1		(1)
	601827-Honorarium For Emp Sal Or Ben	67	50	(17)	-25%		1	1
	601833-Acadenic Salaries-Lump Sum Vac	116		(116)	-100%			0
	Instructional Faculty.	36,465	34,870	(1,596)	-4%	436	407	(29)
	601101-Department Chair	1,146	1,138	(9)	-1%	9	9	0
	Department Chair.	1,146	1,138	(9)	-1%	9	9	0
	601201-Mpp/Supervisory	870	1,015	145	17%	6	8	2
	601835-MPP Salaries-Lump Sum Vac	11		(11)	-100%			
	Management & Supervisory.	881	1,015	134	15%	6	8	2
	601300-Support Staff Salary	5,484	5,432	(51)	-1%	87	90	3
	601301-Overtime	1		(1)	-100%			
	601302-Temporary Help	11		(11)	-100%			
	601303-Student Assistant	178	177	(1)	-1%	6		(6)
	601817-Industrial Disability Leave	4		(4)	-100%			
	601821-Shift Differential	14	15	1	4%			
	601812-Salary Prepaid Expense W/O	18		(18)	-100%			
	601824-Salary Prepaid Expense	(22)		22	-100%			
	601834-Staff Salaries -Lump Sum Vac	50		(50)	-100%			
	Support Staff.	5,740	5,624	(116)	-2%	94	90	(4)
	601836-Holiday Pays	10		(10)	-100%			
	Other Salary.	10		(10)	-100%			
	Salary & Wages.	44,242	42,646	(1,596)	-4%	545	514	(31)
	Communications.							
	Travel.	206	206	0	0%			
	State Pro Rata Charges.							
	Contractual Services.	33	33	0	0%			
	It Costs.	70	70	0	0%			
	Services From Other Fnds Agncy.	187	187	(0)	0%			
	Equipment.	27	27	(0)	0%			
	Misc Operating Expense.	302	294	(7)	-2%			
	Direct Costs.							
	Operating Expenses.	826	819	(7)	-1%			
	Utilities.							
	Risk Pool.		5	5 -				
	Work Study.	159		(159)	-100%			
	Total Financial Aid.							
	660809-Carry-Forward: Other Expenses							
Total	Operating Expenses	984	824	(161)	-16%			
All	Expenses.	45,227	43,470	(1,757)	-4%			
	All Transfers In.							
	All Transfers Out.							
	Net Transfers.							
Operating	Income (Loss). Excluding Benefits	(44,379)	(42,670)	1,709	-4%			
	Benefits.	21,053	2					
Operating	Income (Loss).	(65,431)	(42,672)					

COLLEGE OF LIBERAL CREATIVE ARTS-THREE YEARS OF ACTUALS FY16-17 to FY18-19 <sup>24</sup>

<b>College of Liberal and Creative Art</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
<b>485 - TF-CSU Operating Fund</b>			
Salaries	41,045	42,595	44,325
Benefits	19,001	20,095	21,054
Operating Expenses	564	878	1,101
WorkStudy	204	165	159
Total	<b>\$60,814</b>	<b>\$63,733</b>	<b>\$66,638</b>
<b>441 - TF-Extended Education Operations</b>			
Salaries	23	9	6
Benefits	4	0	1
Operating Expenses	336	68	56
Total	<b>\$362</b>	<b>\$78</b>	<b>\$63</b>
<b>496 - TF-Miscellaneous Trust</b>			
Salaries & Benefits	147	115	142
Operating Expenses	240	259	202
Total	<b>\$386</b>	<b>\$374</b>	<b>\$344</b>
<b>463 - TF-Instructionally Related Activities Trust</b>			
Salaries	1	6	21
Benefits	0	0	0
Operating Expenses	323	223	224
Total	<b>\$324</b>	<b>\$229</b>	<b>\$246</b>
<b>481 - TF-Lottery Education Fund</b>			
Operating Expenses	1	6	246
Total	<b>\$1</b>	<b>\$6</b>	<b>\$246</b>
<b>Col of Liberal and Creative Art Total</b>	<b>\$61,887</b>	<b>\$64,420</b>	<b>\$67,536</b>

<sup>24</sup> (1) includes NG001,NR101,SUXXX,TSXXX;  
Operating expenditures does not include 680 Account group (transfer out)

## COLLEGE OF ETHNIC STUDIES

### **Mission**

The College of Ethnic Studies provides safe academic spaces for all to learn the histories, cultures, and intellectual traditions of Native peoples and communities of color in the U.S. in the first-person and also practice theories of resistance and liberation to eliminate racism and other forms of oppression.

*Source: SF State website*

# COLLEGE OF ETHNIC STUDIES GENERAL FUND BUDGET

	Actual	Original Budget	2019/20 Original Budget change from 2018/19		Actual	Original Budget	FTE
	FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	
<b>Total Revenues / Other Sources.</b>	<b>62</b>	<b>64</b>	<b>2</b>	<b>3%</b>			
601100-Academic Salary	3,532	3,800	268	8%	35	38	3
601103-Graduate Assistant	4		(4)	-100%			
601304-Teaching Associates	5		(5)	-100%			
601806-Part Time Faculty	1,864	1,517	(347)	-19%	29	24	(5)
601810-Summer Session Fac	251	260	9	4%		9	9
601827-Honorarium For Emp Sal Or Ben	3	8	5	169%			
601828-Reimb Release Time Salary	(6)		6	-100%			
601833-Academic Salaries-Lump Sum Vac	6		(6)	-100%			
Instructional Faculty.	5,658	5,585	(73)	-1%	64	71	6
601101-Department Chair	197	241	44	22%	2	2	0
Department Chair.	197	241	44	22%	2	2	0
601201-Mpp/Supervisory	452	427	(25)	-6%	4	3	(1)
601835-MPP Salaries-Lump Sum Vac	18		(18)	-100%			0
Management & Supervisory.	470	427	(43)	-9%	4	3	(1)
601300-Support Staff Salary	473	556	82	17%	8	9	1
601303-Student Assistant	30		(30)	-100%	1		(1)
Support Staff.	503	556	52	10%	9	9	0
601836-Holiday Pays	2		(2)	-100%			
Other Salary.	2		(2)	-100%			
<b>Salary &amp; Wages.</b>	<b>6,830</b>	<b>6,808</b>	<b>(22)</b>	<b>0%</b>	<b>78</b>	<b>85</b>	<b>6</b>
Communications.							
Travel.	27	27	0	0%			
State Pro Rata Charges.							
Contractual Services.	5	5	0	0%			
It Costs.	2	2	(0)	0%			
Services From Other Fnds Agncy.	17	17	0	0%			
Equipment.							
Misc Operating Expense.	46	42	(4)	-8%			
Direct Costs.							
Operating Expenses.	97	93	(4)	-4%			
Utilities.							
Risk Pool.		1	1 -				
Work Study.	40		(40)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>137</b>	<b>94</b>	<b>(43)</b>	<b>-31%</b>			
<b>All Expenses.</b>	<b>6,967</b>	<b>6,902</b>	<b>(64)</b>	<b>-1%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(6,905)</b>	<b>(6,838)</b>	<b>66</b>	<b>-1%</b>			
Benefits.	3,018	3					
<b>Operating Income (Loss).</b>	<b>(9,923)</b>	<b>(6,841)</b>					

COLLEGE OF ETHNIC STUDIES-THREE YEARS OF ACTUALS FY16-17 to FY18-19<sup>25</sup>

<b>College of Ethnic Studies</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	6,260	6,708	6,841
Benefits	2,670	2,900	3,018
Operating Expenses	71	126	97
WorkStudy	54	55	40
<b>485 - TF-CSU Operating Fund</b>	<b>\$9,055</b>	<b>\$9,788</b>	<b>\$9,996</b>
Salaries	5	2	6
Benefits	0		0
Operating Expenses	51	31	32
<b>441 - TF-Extended Education Operations</b>	<b>\$56</b>	<b>\$33</b>	<b>\$38</b>
Operating Expenses		1	
<b>496 - TF-Miscellaneous Trust</b>		<b>\$1</b>	
Salaries	1	3	
Benefits		0	
Operating Expenses	6	7	4
<b>463 - TF-Instructionally Related Activities</b>	<b>\$7</b>	<b>\$9</b>	<b>\$4</b>
Operating Expenses	4		1
<b>481 - TF-Lottery Education Fund</b>	<b>4</b>		<b>1</b>
<b>College of Ethnic Studies Total</b>	<b>\$9,122</b>	<b>\$9,831</b>	<b>\$10,040</b>

<sup>25</sup> (1) Including NG001, NR101, SUXXX, TSXXX

Operating Expenses does not include 680 Accounts (Transfer Out)



## COLLEGE OF HEALTH & SOCIAL SCIENCES

### **Mission**

The College of Health & Social Sciences prepares students to help solve the most pressing and enduring issues confronting the well-being of individuals, families, communities and society.

Students, faculty and staff participate in a learning process that fosters excellence in their professions and supports them in the pursuit of equity and social justice.

To advance this mission, the College is committed to innovative teaching, scholarship and service that inspire leadership for positive social change.

*Source: SF State website*

# COLLEGE OF HEALTH & SOCIAL SCIENCES GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	Amount c = b-a	Percent d = c/a	e	f	
Total Revenues / Other Sources.	144	950	806	557%			
601100-Academic Salary	10,176	10,147	(29)	0%	106	100	(6)
601103-Graduate Assistant	17		(17)	-100%			
601304-Teaching Associates	44	32	(12)	-27%	1		(1)
601806-Part Time Faculty	5,711	4,790	(921)	-16%	89	75	(14)
601807-Substitute Faculty	2		(2)	-100%			
601810-Summer Session Fac	760	939	180	24%	1		(1)
601827-Honorarium For Emp Sal Or Ben	21		(21)	-100%			
601828-Reimb Release Time Salary	(752)		752	-100%	(11)		11
601829-Faculty Salary Reimbursement	(212)		212	-100%	(4)		4
601833-Acadenic Salaries-Lump Sum Vac	22		(22)	-100%			
Instructional Faculty.	15,788	15,909	121	1%	182	175	(8)
601101-Department Chair	820	769	(52)	-6%	6	6	0
Department Chair.	820	769	(52)	-6%	6	6	0
601201-Mpp/Supervisory	619	644	25	4%	4	4	0
Management & Supervisory.	619	644	25	4%	4	4	0
601300-Support Staff Salary	2,883	2,904	20	1%	44	46	2
601301-Overtime	5		(5)	-100%			
601303-Student Assistant	35	68	33	95%	1		(1)
601812-Salary Prepaid Expense W/O	(1)		1	-100%			
601824-Salary Prepaid Expense	1		(1)	-100%			
601834-Staff Salaries -Lump Sum Vac	9		(9)	-100%			
Support Staff.	2,931	2,972	40	1%	45	46	1
601836-Holiday Pays	2		(2)	-100%			
Other Salary.	2		(2)	-100%			
Salary & Wages.	20,161	20,293	132	1%	237	231	(7)
Communications.							
Travel.	93	54	(39)	-42%			
State Pro Rata Charges.							
Contractual Services.	13	13	0	0%			
It Costs.	60	60	(0)	0%			
Services From Other Fnds Agncy.	69	69	(0)	0%			
Equipment.	40	40	0	0%			
Misc Operating Expense.	545	522	(23)	-4%			
Direct Costs.							
Operating Expenses.	820	758	(62)	-8%			
Utilities.							
Risk Pool.							
Work Study.	228		(228)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	1,048	758	(290)	-28%			
All Expenses.	21,209	21,051	(158)	-1%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(21,064)	(20,101)	963	-5%			
Benefits.	9,771	6					
Operating Income (Loss).	(30,835)	(20,107)					

COLLEGE OF HEALTH & SOCIAL SCIENCES-THREE YEARS OF ACTUALS FY16-17 to FY18-19<sup>26</sup>

<b>Health and Social Sciences</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	19,790	20,411	20,243
Benefits	8,866	9,376	9,783
Operating Expenses	534	635	1,148
WorkStudy	268	273	228
<b>485 - TF-CSU Operating Fund</b>	<b>\$29,459</b>	<b>\$30,695</b>	<b>\$31,403</b>
Salaries	148	197	234
Benefits	7	5	14
Operating Expenses	243	301	259
<b>441 - TF-Extended Education Operations</b>	<b>\$398</b>	<b>\$503</b>	<b>\$507</b>
Salaries & Benefits	148	148	433
Operating Expenses	83	63	131
<b>496 - TF-Miscellaneous Trust</b>	<b>\$231</b>	<b>\$211</b>	<b>\$564</b>
Salaries	6		
Benefits	0		
Operating Expenses	3	4	5
<b>463 - TF-Instructionally Related Activities</b>	<b>\$9</b>	<b>\$4</b>	<b>\$5</b>
Operating Expenses	35	28	188
<b>481 - TF-Lottery Education Fund</b>	<b>\$35</b>	<b>\$28</b>	<b>\$188</b>
<b>Health and Social Sciences</b>	<b>\$30,132</b>	<b>\$31,441</b>	<b>\$32,666</b>

<sup>26</sup> (1) Including NG001, NR101, SUXXX, TSXXX  
Operating Expenses dos not include 680 Accounts (Transfer Out)

## COLLEGE OF SCIENCE & ENGINEERING (CoSE)

### **Mission**

CoSE provides an encouraging environment to develop the intellectual capacity, critical thinking, creativity and problem solving ability of its students so that they may become honorable, contributing and forward-thinking members of the science and engineering community of the San Francisco Bay Area and beyond. CoSE fosters a thriving environment for scholarly and creative activities so that new knowledge or solutions to problems are discovered or created and provides science education to all students in the University so that they may be equipped to succeed in the modern world.

*Source: SF State website*

# COLLEGE OF SCIENCE & ENGINEERING GENERAL FUND BUDGET

			2019/20 Original Budget				FTE
	Actual	Original Budget	change from 2018/19		Actual	Original Budget	Change
	FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20	from
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
Total Revenues / Other Sources.	402	310	(92)	-23%			
601100-Academic Salary	16,348	16,789	441	3%	159	164	5
601103-Graduate Assistant	294	268	(26)	-9%	10	58	48
601304-Teaching Associates	1,230	1,120	(110)	-9%	30	30	0
601806-Part Time Faculty	5,447	4,250	(1,197)	-22%	87	68	(19)
601807-Substitute Faculty	8		(8)	-100%			
601810-Summer Session Fac	813	1,013	200	25%	1	30	29
601827-Honorarium For Emp Sal Or Ben	38		(38)	-100%			0
601828-Reimb Release Time Salary	(118)		118	-100%	(1)		1
601833-Acadenic Salaries-Lump Sum Vac	48		(48)	-100%			0
Instructional Faculty.	24,107	23,440	(667)	-3%	286	350	64
601101-Department Chair	842	856	14	2%	6	6	(0)
Department Chair.	842	856	14	2%	6	6	(0)
601201-Mpp/Supervisory	1,133	1,174	42	4%	9	9	0
601835-MPP Salaries-Lump Sum Vac	35		(35)	-100%			
Management & Supervisory.	1,168	1,174	7	1%	9	9	0
601300-Support Staff Salary	4,584	4,697	114	2%	68	71	3
601301-Overtime	1		(1)	-100%			
601303-Student Assistant	165	534	369	223%	5		(5)
601834-Staff Salaries -Lump Sum Vac	37		(37)	-100%			
Support Staff.	4,786	5,232	445	9%	74	71	(3)
601836-Holiday Pays	4		(4)	-100%			
Other Salary.	4		(4)	-100%			
Salary & Wages.	30,908	30,702	(205)	-1%	375	436	61
Communications.							
Travel.	124	124	0	0%			
State Pro Rata Charges.							
Contractual Services.	1	1	0	0%			
It Costs.	33	33	(0)	0%			
Services From Other Fnds Agncy.	59	59	0	0%			
Equipment.	129	129	0	0%			
Misc Operating Expense.	443	440	(2)	-1%			
Direct Costs.							
Operating Expenses.	788	786	(2)	0%			
Utilities.							
Risk Pool.		2	2	4475%			
Work Study.	101	0	(101)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	890	788	(101)	-11%			
All Expenses.	31,797	31,491	(307)	-1%			
All Transfers In.	21		(21)	-100%			
All Transfers Out.	170		(170)	-100%			
Net Transfers.	(149)		149	-100%			
Operating Income (Loss). Excluding Benefits	(31,544)	(31,181)	363	-1%			
Benefits.	14,183						
Operating Income (Loss).	(45,726)	(31,181)					

COLLEGE OF SCIENCE & ENGINEERING -THREE YEARS OF ACTUALS FY16-17 to FY18-19<sup>27</sup>

<b>College of Science &amp; Engineer</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	29,051	29,920	31,633
Benefits	13,146	13,877	14,197
Operating Expenses	320	501	1,927
WorkStudy	102	100	101
<b>485 - TF-CSU Operating Fund</b>	<b>\$42,618</b>	<b>\$44,397</b>	<b>\$47,858</b>
Salaries	63	90	70
Benefits	0	1	1
Operating Expenses	418	334	193
<b>441 - TF-Extended Education Operations</b>	<b>\$480</b>	<b>\$425</b>	<b>\$264</b>
Salaries & Benefits	64	58	119
Operating Expenses	-18	1	1,004
<b>496 - TF-Miscellaneous Trust</b>	<b>\$46</b>	<b>\$59</b>	<b>\$1,124</b>
Salaries	6	4	4
Benefits	0		
Operating Expenses	121	42	48
<b>463 - TF-Instructionally Related Activities</b>	<b>\$127</b>	<b>\$46</b>	<b>\$52</b>
Salaries	57	49	57
Operating Expenses	731	709	344
<b>481 - TF-Lottery Education Fund Total</b>	<b>\$789</b>	<b>\$758</b>	<b>\$400</b>
<b>College of Science &amp; Engineer Total</b>	<b>\$44,060</b>	<b>\$45,685</b>	<b>\$49,697</b>

<sup>27</sup> (1) Including NG001, NR101, SUXXX, TSXXX

Operating Expenses dos not include 680 Accounts (Transfer Out)

## COLLEGE OF BUSINESS

### **Mission**

We are San Francisco's public business school. We embrace the area's rich diversity and provide access to higher education. Our mission is to prepare students for professional success through high quality teaching, innovative and relevant courses, discipline-based and pedagogical scholarship, and engagement with the academic and business communities.

*Source: SF State website*

## COLLEGE OF BUSINESS GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>287</b>	<b>380</b>	<b>93</b>	<b>32%</b>			
601100-Academic Salary	12,522	12,941	418	3%	106	109	3
601103-Graduate Assistant	7		(7)	-100%			
601806-Part Time Faculty	2,242	1,838	(404)	-18%	35	28	(6)
601807-Substitute Faculty	2		(2)	-100%			
601810-Summer Session Fac	1,184	1,225	41	3%	1	1	(0)
601827-Honorarium For Emp Sal Or Ben	27		(27)	-100%			0
601833-Academic Salaries-Lump Sum Vac	43		(43)	-100%			0
Instructional Faculty.	16,027	16,004	(23)	0%	142	138	(4)
601101-Department Chair	692	706	15	2%	5	5	0
Department Chair.	692	706	15	2%	5	5	0
601201-Mpp/Supervisory	558	574	15	3%	4	4	0
Management & Supervisory.	558	574	15	3%	4	4	0
601300-Support Staff Salary	1,419	1,611	192	14%	23	26	3
601301-Overtime	3		(3)	-100%			0
601303-Student Assistant	127		(127)	-100%	4		(4)
601817-Industrial Disability Leave	13		(13)	-100%			0
601821-Shift Differential		30	30	-			0
601812-Salary Prepaid Expense W/O	4		(4)	-100%			0
601824-Salary Prepaid Expense	(4)		4	-100%			0
601834-Staff Salaries -Lump Sum Vac	2		(2)	-100%			0
Support Staff.	1,565	1,641	76	5%	27	26	(1)
601836-Holiday Pays	2		(2)	-100%			
Other Salary.	2		(2)	-100%			
<b>Salary &amp; Wages.</b>	<b>18,844</b>	<b>18,925</b>	<b>81</b>	<b>0%</b>	<b>177</b>	<b>173</b>	<b>(4)</b>
Communications.							
Travel.	68	69	1	1%			
State Pro Rata Charges.							
Contractual Services.	4	4	0	0%			
It Costs.	5	5	0	0%			
Services From Other Fnds Agency.	72	72	0	0%			
Equipment.							
Misc Operating Expense.	374	370	(5)	-1%			
Direct Costs.							
Operating Expenses.	523	520	(4)	-1%			
Utilities.							
Risk Pool.		2	2	-			
Work Study.	66		(66)	-100%			
Total Financial Aid.			0	-			
660809-Carry-Forward: Other Expenses			0	-			
<b>Total Operating Expenses</b>	<b>589</b>	<b>522</b>	<b>(68)</b>	<b>-12%</b>			
<b>All Expenses.</b>	<b>19,433</b>	<b>19,446</b>	<b>13</b>	<b>0%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(19,146)</b>	<b>(19,066)</b>	<b>80</b>	<b>0%</b>			
Benefits.	8,446	3					
<b>Operating Income (Loss).</b>	<b>(27,592)</b>	<b>(19,069)</b>					



COLLEGE OF BUSINESS -THREE YEARS OF ACTUALS FY16-17 to FY18-19<sup>28</sup>

<b>College of Business</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	16,796	18,115	19,056
Benefits	7,159	7,974	8,476
Operating Expenses	986	1,005	1,511
WorkStudy	49	88	66
<b>485 - TF-CSU Operating Fund</b>	<b>\$24,991</b>	<b>\$27,181</b>	<b>\$29,109</b>
Salaries	122	62	137
Benefits	25	17	8
Operating Expenses	428	639	272
<b>441 - TF-Extended Education Operations</b>	<b>\$575</b>	<b>\$718</b>	<b>\$417</b>
Salaries & Benefits			5
Operating Expenses		24	54
<b>496 - TF-Miscellaneous Trust</b>		<b>\$24</b>	<b>\$59</b>
Salaries	1	2	2
Operating Expenses	18	4	12
<b>463 - TF-Instructionally Related Activities</b>	<b>\$19</b>	<b>\$6</b>	<b>\$13</b>
Operating Expenses	1	8	85
<b>481 - TF-Lottery Education Fund</b>	<b>\$1</b>	<b>\$8</b>	<b>\$85</b>
<b>College of Business Total</b>	<b>\$25,587</b>	<b>\$27,937</b>	<b>\$29,684</b>

<sup>28</sup> (1) Including NG001, NR101, SUXXX, TSXXX

Operating Expenses dos not include 680 Accounts (Transfer Out)

## GRADUATE COLLEGE OF EDUCATION

### **Mission**

The Graduate College of Education prepares reflective, transformative educators, clinicians, leaders and scholars who advance the professions within education. Our graduates deliver education programs across the life span, demonstrating excellence in the art and science of teaching and learning, research on critical issues in education and communicative disorders, integration of new technologies and commitment to equity and social justice. Professional preparation programs are designed to meet global challenges, through authentic learning experiences in academic and clinical environments that are guided by our commitment to inclusiveness, integrity, community, social action and evidence-based practice.

*Source: SF State website*

## GRADUATE COLLEGE OF EDUCATION GENERAL FUND BUDGET

	Actual	Original Budget	2019/20 Original Budget change from 2018/19		Actual	Original Budget	FTE
	FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	
<b>Total Revenues / Other Sources.</b>	<b>53</b>	<b>14</b>	<b>(38)</b>	<b>-73%</b>			
601100-Academic Salary	3,975	4,273	297	7%	40	40	(0)
601103-Graduate Assistant	19	18	(1)	-7%	1		(1)
601806-Part Time Faculty	1,736	1,330	(406)	-23%	30	23	(7)
601810-Summer Session Fac	238	250	11	5%			
601827-Honorarium For Emp Sal Or Ben	19	43	24	126%			
601833-Academic Salaries-Lump Sum Vac	12		(12)	-100%			
Instructional Faculty.	6,001	5,914	(87)	-1%	71	63	(8)
601101-Department Chair	430	369	(61)	-14%	3	3	(0)
Department Chair.	430	369	(61)	-14%	3	3	(0)
601201-Mpp/Supervisory	528	521	(8)	-1%	4	4	(0)
601835-MPP Salaries-Lump Sum Vac	2		(2)	-100%			
Management & Supervisory.	531	521	(10)	-2%	4	4	(0)
601300-Support Staff Salary	1,512	1,588	77	5%	25	26	1
601303-Student Assistant	92	156	64	70%	3		(3)
601812-Salary Prepaid Expense W/O	1		(1)	-100%			
601824-Salary Prepaid Expense	(1)		1	-100%			
601834-Staff Salaries -Lump Sum Vac	2		(2)	-100%			
Support Staff.	1,605	1,744	140	9%	28	26	(2)
601836-Holiday Pays	1		(1)	-100%			
Other Salary.	1		(1)	-100%			
<b>Salary &amp; Wages.</b>	<b>8,567</b>	<b>8,548</b>	<b>(19)</b>	<b>0%</b>	<b>107</b>	<b>96</b>	<b>(10)</b>
Communications.							
Travel.	83	83	0	0%			
State Pro Rata Charges.							
Contractual Services.	3	3	(0)	0%			
It Costs.	12	12	0	0%			
Services From Other Fnds Agency.	43	43	0	0%			
Equipment.	13	13	(0)	0%			
Misc Operating Expense.	161	157	(5)	-3%			
Direct Costs.							
Operating Expenses.	316	311	(5)	-1%			
Utilities.							
Risk Pool.	0	0	0	486%			
Work Study.	37		(37)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>353</b>	<b>312</b>	<b>(42)</b>	<b>-12%</b>			
<b>All Expenses.</b>	<b>8,920</b>	<b>8,859</b>	<b>(61)</b>	<b>-1%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(8,868)</b>	<b>(8,845)</b>	<b>23</b>	<b>0%</b>			
Benefits.	3,787	4					
<b>Operating Income (Loss).</b>	<b>(12,655)</b>	<b>(8,849)</b>					

GRADUATE COLLEGE OF EDUCATION -THREE YEARS OF ACTUALS FY16-17 to FY18-19<sup>29</sup>

<b>Graduate College of Education</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	7,731	8,422	8,726
Benefits	3,226	3,601	3,839
Operating Expenses	235	375	398
WorkStudy	42	42	37
<b>485 - TF-CSU Operating Fund</b>	<b>\$11,234</b>	<b>\$12,440</b>	<b>\$13,001</b>
Salaries		15	6
Benefits		0	3
Operating Expenses		2	0
<b>441 - TF-Extended Education Operations</b>		<b>\$16</b>	<b>\$10</b>
Salaries & Benefits	3	6	46
Operating Expenses	11	8	21
<b>496 - TF-Miscellaneous Trust</b>	<b>\$14</b>	<b>\$13</b>	<b>\$67</b>
Salaries		0	1
Benefits		0	
Operating Expenses	2	2	8
<b>463 - TF-Instructionally Related Activities</b>	<b>\$2</b>	<b>\$2</b>	<b>\$9</b>
Salaries			8
Operating Expenses	12	1	58
<b>481 - TF-Lottery Education Fund</b>	<b>\$12</b>	<b>\$1</b>	<b>\$66</b>
<b>Graduate College of Education Total</b>	<b>\$11,262</b>	<b>\$12,473</b>	<b>\$13,153</b>

<sup>29</sup> (1) Including NG001, NR101, SUXXX, TSXXX

Operating Expenses dos not include 680 Accounts (Transfer Out)

## ACADEMIC SUPPORT UNITS

### J. PAUL LEONARD LIBRARY

#### **Mission**

The mission of the J. Paul Leonard Library is to empower its University constituency with life-long learning skills to identify, find, evaluate, use and communicate information in promotion of excellence in scholarship, knowledge and understanding.

*Source: SF State website*

## J. PAUL LEONARD LIBRARY GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
			Actuals				
			Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
Total Revenues / Other Sources.	4		(4)	-100%			
601100-Academic Salary	2,003	1,810	(194)	-10%	24	25	1
601833-Academic Salaries-Lump Sum Vac	33		(33)	-100%			
Instructional Faculty.	2,036	1,810	(227)	-11%	24	25	1
601101-Department Chair	62	53	(9)	-14%	1	1	0
Department Chair.	62	53	(9)	-14%	1	1	0
601201-Mpp/Supervisory	313	313	0	0%	2	2	0
Management & Supervisory.	313	313	0	0%	2	2	0
601300-Support Staff Salary	2,338	2,433	95	4%	42	44	2
601303-Student Assistant	429	474	45	11%	17	17	(0)
601821-Shift Differential	5	12	7	125%			
601812-Salary Prepaid Expense W/O	4		(4)	-100%			
601824-Salary Prepaid Expense	(4)		4	-100%			
601834-Staff Salaries -Lump Sum Vac	5		(5)	-100%			
Support Staff.	2,777	2,919	142	5%	60	61	1
601836-Holiday Pays	2		(2)	-100%			
Other Salary.	2		(2)	-100%			
Salary & Wages.	5,191	5,095	(96)	-2%	86	89	3
Communications.							
Travel.	38	38	0	0%			
State Pro Rata Charges.							
Contractual Services.	65	65	(0)	0%			
It Costs.	179	179	0	0%			
Services From Other Fnds Agncy.	77	77	0	0%			
Equipment.							
Misc Operating Expense.	188	187	(2)	-1%			
Direct Costs.	601	601	0	0%			
Operating Expenses.	1,148	1,146	(2)	0%			
Utilities.							
Risk Pool.							
Work Study.	105		(105)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	1,253	1,146	(107)	-9%			
All Expenses.	6,444	6,242	(202)	-3%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(6,440)	(6,242)	198	-3%			
Benefits.	2,608	2					
Operating Income (Loss).	(9,048)	(6,244)					

J. PAUL LEONARD LIBRARY-THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Library</b>	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	4,810	4,970	5,191
Benefits	2,339	2,490	2,608
Operating Expenses	862	1,005	1,159
WorkStudy	114	141	105
<b>485 - TF-CSU Operating Fund</b>	<b>\$8,125</b>	<b>\$8,606</b>	<b>\$9,063</b>
Operating Expenses	222	149	240
<b>496 - TF-Miscellaneous Trust</b>	<b>\$222</b>	<b>\$149</b>	<b>\$240</b>
Salaries	0		
Benefits	0		
Operating Expenses	2,316	2,261	2,143
<b>463 - TF-Instructionally Related Activities</b>	<b>\$2,316</b>	<b>\$2,261</b>	<b>\$2,143</b>
Salaries			58
<b>481 - TF-Lottery Education Fund</b>			<b>\$58</b>
<b>Library Total</b>	<b>\$10,663</b>	<b>\$11,016</b>	<b>\$11,503</b>

# UNDERGRAD EDUCATION & ACADEMIC PLANNING

## GENERAL FUND BUDGET

	2019/20 Original Budget		change from 2018/19		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	Actuals				
			Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
Total Revenues / Other Sources.	6	0	(6)	-100%			
601100-Academic Salary	154	163	9	6%	1	3	2
601103-Graduate Assistant	30		(30)	-100%	1		(1)
601304-Teaching Associates	10		(10)	-100%			
601806-Part Time Faculty	915	641	(274)	-30%	13	9	(4)
601810-Summer Session Fac	10		(10)	-100%			
601827-Honorarium For Emp Sal Or Ben	34		(34)	-100%			
601833-Acadenic Salaries-Lump Sum Vac	6		(6)	-100%			
Instructional Faculty.	1,159	804	(355)	-31%	15	12	(3)
601201-Mpp/Supervisory	774	837	63	8%	6	7	1
601835-MPP Salaries-Lump Sum Vac	20		(20)	-100%			
Management & Supervisory.	794	837	43	5%	6	7	1
601300-Support Staff Salary	2,829	3,528	698	25%	47	60	13
601303-Student Assistant	474		(474)	-100%	15		(15)
601817-Industrial Disability Leave	5		(5)	-100%			
601812-Salary Prepaid Expense W/O	7		(7)	-100%			
601824-Salary Prepaid Expense	(7)		7	-100%			
601834-Staff Salaries -Lump Sum Vac	13		(13)	-100%			
Support Staff.	3,322	3,528	206	6%	61	60	(1)
601836-Holiday Pays	2		(2)	-100%			
Other Salary.	2		(2)	-100%			
Salary & Wages.	5,277	5,169	(108)	-2%	83	79	(4)
Communications.							
Travel.	38	38	0	0%			
State Pro Rata Charges.							
Contractual Services.	5	5	(0)	0%			
It Costs.	168	168	(0)	0%			
Services From Other Fnds Agncy.	35	35	0	0%			
Equipment.							
Misc Operating Expense.	233	233	0	0%			
Direct Costs.							
Operating Expenses.	480	480	0	0%			
Utilities.							
Risk Pool.							
Work Study.	186		(186)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	666	480	(186)	-28%			
All Expenses.	5,943	5,648	(294)	-5%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(5,936)	(5,648)	288	-5%			
Benefits.	2,446						
Operating Income (Loss).	(8,382)	(5,648)					



UNDERGRAD EDUCATION & ACAD PLANNING-THREE YEARS OF ACTUAL FY16-17 to FY18-19<sup>30</sup>

<b>Undergraduate Education &amp; Academic Planning</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	3,717	4,486	5,277
Benefits	1,612	2,138	2,446
Operating Expenses	311	372	514
WorkStudy	180	204	186
<b>485 - TF-CSU Operating Fund</b>	<b>\$5,820</b>	<b>\$7,200</b>	<b>\$8,424</b>
Operating Expenses	7	2	
<b>496 - TF-Miscellaneous Trust</b>	<b>\$7</b>	<b>\$2</b>	
Salaries	7		
Benefits	0		
Operating Expenses	0		
<b>463 - TF-Instructionally Related Activities</b>	<b>\$7</b>		
Salaries	335	342	367
Operating Expenses	8	6	7
<b>481 - TF-Lottery Education Fund</b>	<b>\$343</b>	<b>\$348</b>	<b>\$373</b>
<b>Undrgrd Ed &amp; Academic Planning Total</b>	<b>\$6,177</b>	<b>\$7,550</b>	<b>\$8,797</b>

<sup>30</sup> (1) Including NG001, NR101, SUXXX, TSXXX

Operating Expenses dos not include 680 Accounts (Transfer Out)

# ACADEMIC AFFAIRS ADMINISTRATION

## GENERAL FUND BUDGET

	Actual	Original Budget	2019/20 Original Budget change from 2018/19		Actual	Original Budget	FTE
	FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>103</b>	<b>60</b>	<b>(43)</b>	<b>-42%</b>			
601100-Academic Salary	27	216	190	715%	(18)	18	36
601103-Graduate Assistant	2		(2)	-100%			
601806-Part Time Faculty		2,816	2,816 -			43	43
601827-Honorarium For Emp Sal Or Ben	59		(59)	-100%			
601828-Reimb Release Time Salary	(649)		649	-100%			
601829-Faculty Salary Reimbursement	(346)		346	-100%			
Instructional Faculty.	(907)	3,033	3,940	-434%	(18)	61	80
601201-Mpp/Supervisory	2,635	2,696	61	2%	17		(17)
601835-MPP Salaries-Lump Sum Vac	57		(57)	-100%			
Management & Supervisory.	2,692	2,696	4	0%	17		(17)
601300-Support Staff Salary	6,576	7,047	472	7%	93	101	8
601303-Student Assistant	208	207	(1)	0%	7	15	8
601812-Salary Prepaid Expense W/O	1		(1)	-100%			
601824-Salary Prepaid Expense	5		(5)	-100%			
601834-Staff Salaries -Lump Sum Vac	60		(60)	-100%			
Support Staff.	6,849	7,254	405	6%	101	116	15
601836-Holiday Pays	3		(3)	-100%			
Other Salary.	3		(3)	-100%			
<b>Salary &amp; Wages.</b>	<b>8,638</b>	<b>12,983</b>	<b>4,346</b>	<b>50%</b>	<b>100</b>	<b>177</b>	<b>77</b>
Communications.	43	43	(0)	0%			
Travel.	125	73	(53)	-42%			
State Pro Rata Charges.							
Contractual Services.	244	244	(0)	0%			
It Costs.	976	576	(400)	-41%			
Services From Other Fnds Agency.	119	119	(0)	0%			
Equipment.	62	62	(0)	0%			
Misc Operating Expense.	920	1,147	227	25%			
Direct Costs.							
Operating Expenses.	2,489	2,263	(226)	-9%			
Utilities.							
Risk Pool.		4	4 -				
Work Study.	59		(59)	-100%			
Total Financial Aid.		200	200 -				
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>2,549</b>	<b>2,467</b>	<b>(81)</b>	<b>-3%</b>			
<b>All Expenses.</b>	<b>11,186</b>	<b>15,450</b>	<b>4,264</b>	<b>38%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(11,083)</b>	<b>(15,390)</b>	<b>(4,308)</b>	<b>39%</b>			
Benefits.	4,900	191					
<b>Operating Income (Loss).</b>	<b>(15,982)</b>	<b>(15,582)</b>					

ACADEMIC AFFAIRS ADMINISTRATION-THREE YEARS OF ACTUALS FY16-17 to FY18-19

**Academic Affairs Administration**

	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	7,897	7,366	8,641
Benefits	4,206	4,599	4,905
Operating Expenses	1,853	2,531	2,999
WorkStudy	73	41	59
<b>485 - TF-CSU Operating Fund - Total</b>	<b>\$14,030</b>	<b>\$14,536</b>	<b>\$16,604</b>
Salaries & Benefits	179	203	
Operating Expenses	781	352	4
<b>496 - TF-Miscellaneous Trust -Total</b>	<b>\$960</b>	<b>\$556</b>	<b>\$4</b>
Operating Expenses	69	77	58
<b>463 - TF-Instructionally Related Activities</b>	<b>\$69</b>	<b>\$77</b>	<b>\$58</b>
Salaries		11	-2
Operating Expenses	860	515	422
<b>481 - TF-Lottery Education Fund-Total</b>	<b>\$860</b>	<b>\$526</b>	<b>\$420</b>
<b>Academic Affairs Admin Total</b>	<b>\$15,919</b>	<b>\$15,694</b>	<b>\$17,086</b>

# OTHER ACADEMIC AFFAIRS GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
			Actuals				
			Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
Total Revenues / Other Sources.	17	16	(0)	0%			
601100-Academic Salary	103	101	(2)	-2%	1	1	0
601827-Honorarium For Emp Sal Or Ben	19	14	(5)	-28%			
Instructional Faculty.	122	115	(8)	-6%	1	1	0
601300-Support Staff Salary	74	75	1	1%	1	2	1
601834-Staff Salaries -Lump Sum Vac	6		(6)	-100%			
Support Staff.	80	75	(5)	-6%	1	2	1
Salary & Wages.	202	190	(12)	-6%	2	3	1
Communications.							
Travel.	21	21	0	0%			
State Pro Rata Charges.							
Contractual Services.							
It Costs.							
Services From Other Fnds Agncy.	10	10	(0)	0%			
Equipment.							
Misc Operating Expense.	3	3	0	0%			
Direct Costs.							
Operating Expenses.	34	34	(0)	0%			
Utilities.							
Risk Pool.							
Work Study.	5		(5)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	40	34	(5)	-13%			
All Expenses.	242	224	(18)	-7%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(225)	(208)	18	-8%			
Benefits.	115						
Operating Income (Loss).	(340)	(208)					

ACADEMIC AFFAIRS ADMINISTRATION-THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Other Academic Affairs</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	221	202	296
Benefits	201	159	119
Operating Expenses	25	23	314
WorkStudy	3	6	5
<b>485 - TF-CSU Operating Fund</b>	<b>\$451</b>	<b>\$390</b>	<b>\$735</b>
Operating Expenses			12
<b>496 - TF-Miscellaneous Trust</b>			<b>\$12</b>
<b>Other Academic Affairs</b>	<b>\$451</b>	<b>\$390</b>	<b>\$747</b>

# STUDENT AFFAIRS & ENROLLMENT MANAGEMENT

## Storyline FY19-20 Budget

I would like to preface this storyline by stating that the information provided reflects the Student Affairs & Enrollment Management (SAEM) Cabinet area's narrative prior to Dr. Luoluo Hong's announcement that she would be vacating her position as Vice President and Title IX Coordinator effective August 1, 2019.

The Student Affairs & Enrollment Management Cabinet currently consists of seven divisions and the Office of Equity Programs & Compliance. The divisions are Student Life; Student Affairs; Enrollment Management; International Education; Equity & Community Inclusion; Campus Safety; VP SAEM; and each of these divisions is comprised of one or more general fund and/or self-support departments (an organizational chart is attached). I would also add that it is our hope to elevate the profile of the Office of Equity Programs & Compliance to a full-fledged division with the accompanying administrative structure shared by other SAEM divisions.

We are a large, multifaceted Cabinet Area with approximately 394 FTE positions (255 GF and 139 Self-Support). Disability Programs & Resource Center also hires specialized hourly staff to fulfill the University's obligation to meet students', employees' and campus guests' direct accommodation services in accordance with CSU EO 1111 and Federal and State law.

In addition to regular staff, SAEM departments hire numerous student assistants every year in various capacities. Student assistants' perspectives and contributions are integral to the success of many of our programs, e.g. Student Outreach Services, Campus Recreation's Mashouf Wellness Center, Residential Life, Health Promotion & Wellness, etcetera.

The submitted SAEM 2019-2020 General Operating Fund budget is approximately \$21,603,472 (without Benefits); \$19,389,149 in salaries and wages, \$2,019,944 in operating expenses and \$194,379 in Federal Work Study. This budget supports the CSU's, San Francisco State University's and Student Affairs & Enrollment Management's initiatives, shared goals and objectives.

Under VP Hong's leadership from May 2014 through July 2019, SAEM developed and embraced its mission statement and dedicated itself to San Francisco State University's student population and its campus stakeholders/partners.

The Student Affairs & Enrollment Management planning budget story is best summarized in VP Hong's July 2019 Welcome Message on our SFSU website.

"On behalf of the entire Student Affairs & Enrollment Management (SAEM) professional team at San Francisco State University, we want to congratulate you on becoming (or returning!) a

Gator and thank you for choosing us as your educational home for the years to come. **Encompassing roughly 25 units and functions, SAEM is responsible for providing programs and services to students from the time they first begin considering their application to attend San Francisco State, through when they graduate with their desired academic goal and become leaders in their careers and in their communities.** Bookmark this [Quick Reference Page](#) so you can quickly look up where to go to get assistance or support for any concerns or questions you may have.

We serve students guided by the values of integrity, community, social justice, transformation and innovation — values which are at the heart of the San Francisco State ethos and reflective of our unique place and history. We hope to create that sense of “home away from home” and serve as a place where students can seek assistance or find inspiration when they don’t know where else to go.

All of us in SAEM are also working hard to support the CSU Graduation Initiative 2025. To this end, we are in the midst of transforming to better serve students and support your educational goals. In April 2019, we completed a historic Campus Climate Assessment Project that examined the experiences of students, staff and faculty on campus; the result of this Project will guide our priorities for the coming years. This August marks the two-year anniversary of the founding of the Division of Equity & Community Inclusion. Comprised of the Office of Diversity & Student Equity, AAPI Student Services, the Black Unity Center, the Dream Resource Center, and Interfaith & Intercultural Programs, the Division works on advancing social justice and closing the educational equity gap for students.

**In addition, we have continued to expand initiatives to better respond to students’ basic needs, including food and housing insecurity. And we’ve expanded efforts that enhance the student experience through the Dean-on-Call Program, and through the expansion of both Career Services & Leadership Development and Student Activities & Events. Our award-winning study abroad programs send students all over the world to hone their intercultural, language and leadership skills.**

We encourage you to become involved with these efforts as a student leader, student volunteer or student employee! I hope you will enjoy your time in this very special place and make the most of the opportunities that are available to you. It is an honor and a privilege to serve you, and I look forward to meeting and speaking with as many of you as possible in the coming months, semesters and years. It will truly be exciting to see where the world takes you and where each of you takes the world!”

Respectfully submitted on behalf of Student Affairs & Enrollment Management by Mirel Tikkanen, Senior Budget Officer, SAEM

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>379</b>	<b>320</b>	<b>(59)</b>	<b>-16%</b>			
601100-Academic Salary	21	21	(0)	-1%			
601828-Reimb Release Time Salary		(43)	(43)	-			
Instructional Faculty.	21	(22)	(43)	-204%			
601201-Mpp/Supervisory	4,288	5,260	973	23%	46	54	8
601835-MPP Salaries-Lump Sum Vac	109		(109)	-100%			
Management & Supervisory.	4,397	5,260	864	20%	46	54	8
601300-Support Staff Salary	10,506	12,779	2,272	22%	162	201	39
601301-Overtime	347	390	43	12%			
601303-Student Assistant	472	576	105	22%			
601816-Post Cert-Spec Assgn	79	85	6	7%			
601817-Industrial Disability Leave	26		(26)	-100%			
601821-Shift Differential	54	53	(1)	-2%			
601812-Salary Prepaid Expense W/O	16		(16)	-100%			
601824-Salary Prepaid Expense	(23)		23	-100%			
601834-Staff Salaries -Lump Sum Vac	71		(71)	-100%			
Support Staff.	11,549	13,883	2,334	20%	162	201	39
601836-Holiday Pays	88		(88)	-100%			
Other Salary.	88		(88)	-100%			
<b>Salary &amp; Wages.</b>	<b>16,054</b>	<b>19,121</b>	<b>3,067</b>	<b>19%</b>	<b>208</b>	<b>255</b>	<b>47</b>
Communications.	2		(2)	-100%			
Travel.	211	28	(183)	-87%			
State Pro Rata Charges.							
Contractual Services.	317		(317)	-100%			
It Costs.	341	33	(308)	-90%			
Services From Other Fnds Agency.	272	20	(253)	-93%			
Equipment.	338		(338)	-100%			
Misc Operating Expense.	1,111	393	(718)	-65%			
Direct Costs.							
Operating Expenses.	2,592	473	(2,119)	-82%			
Utilities.							
Risk Pool.							
Work Study.	144		(144)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>2,737</b>	<b>473</b>	<b>(2,263)</b>	<b>-83%</b>			
<b>All Expenses.</b>	<b>18,791</b>	<b>19,595</b>	<b>804</b>	<b>4%</b>			
All Transfers In.							
All Transfers Out.	5		(5)	-100%			
<b>Net Transfers.</b>	<b>(5)</b>		<b>5</b>	<b>-100%</b>			
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(18,417)</b>	<b>(19,275)</b>	<b>(858)</b>	<b>5%</b>			
Benefits.	8,482						
<b>Operating Income (Loss).</b>	<b>(26,899)</b>	<b>(19,275)</b>					



# OFFICE OF THE DEAN OF STUDENTS

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>238</b>	<b>260</b>	<b>22</b>	<b>9%</b>			
601201-Mpp/Supervisory	696	830	134	19%	7	8	1
601835-MPP Salaries-Lump Sum Vac	20		(20)	-100%			
Management & Supervisory.	716	830	114	16%	7	8	1
601300-Support Staff Salary	588	698	110	19%	9	12	3
601303-Student Assistant	5	10	5	104%			
601824-Salary Prepaid Expense	(2)		2	-100%			
Support Staff.	591	708	117	20%	9	12	3
601836-Holiday Pays	1		(1)	-100%			
Other Salary.	1		(1)	-100%			
<b>Salary &amp; Wages.</b>	<b>1,308</b>	<b>1,538</b>	<b>230</b>	<b>18%</b>	<b>16</b>	<b>20</b>	<b>4</b>
Communications.							
Travel.	7	10	3	40%			
State Pro Rata Charges.							
Contractual Services.							
It Costs.	25	24	(1)	-6%			
Services From Other Fnds Agncy.	13	11	(1)	-10%			
Equipment.							
Misc Operating Expense.	47	57	10	20%			
Direct Costs.							
Operating Expenses.	92	102	10	11%			
Utilities.							
Risk Pool.							
Work Study.	5		(5)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>97</b>	<b>102</b>	<b>5</b>	<b>5%</b>			
<b>All Expenses.</b>	<b>1,405</b>	<b>1,640</b>	<b>235</b>	<b>17%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(1,167)</b>	<b>(1,380)</b>	<b>(213)</b>	<b>18%</b>			
Benefits.	667						
<b>Operating Income (Loss).</b>	<b>(1,834)</b>	<b>(1,380)</b>					

DIVISION OF STUDENT LIFE THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Division of Student Life</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	1,022	928	1,416
Benefits	567	642	667
Operating Expenses	275	213	432
WorkStudy	9	5	5
<b>485 - TF-CSU Operating Fund</b>	<b>\$1,874</b>	<b>\$1,788</b>	<b>\$2,520</b>
Salaries	1,511	1,619	1,799
Benefits	282	381	616
Operating Expenses	285	667	570
<b>531 - TF-Housing-Operations and Revenue</b>	<b>\$2,079</b>	<b>\$2,667</b>	<b>\$2,985</b>
Salaries & Benefits	-14	46	114
Operating Expenses	54	133	113
<b>496 - TF-Miscellaneous Trust</b>	<b>\$40</b>	<b>\$179</b>	<b>\$227</b>
<b>Division of Student Life Total</b>	<b>\$3,992</b>	<b>\$4,634</b>	<b>\$5,736</b>

# DIVISION OF STUDENT AFFAIRS

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
			Actuals				
			Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
Total Revenues / Other Sources.	13		(13)	-100%			
601201-Mpp/Supervisory	416	509	93	22%	4	8	4
601835-MPP Salaries-Lump Sum Vac	3		(3)	-100%			
Management & Supervisory.	419	509	90	21%	4	8	4
601300-Support Staff Salary	1,405	1,558	154	11%	16	17	1
601303-Student Assistant	281	378	97	34%			
601824-Salary Prepaid Expense	(2)		2	-100%			
601834-Staff Salaries -Lump Sum Vac	1		(1)	-100%			
Support Staff.	1,685	1,936	251	15%	16	17	1
601836-Holiday Pays	20		(20)	-100%			
Other Salary.	20		(20)	-100%			
Salary & Wages.	2,124	2,445	320	15%	20	25	5
Communications.							
Travel.	7		(7)	-100%			
State Pro Rata Charges.							
Contractual Services.	10		(10)	-100%			
It Costs.	25	5	(20)	-80%			
Services From Other Fnds Agncy.	20		(20)	-100%			
Equipment.	51		(51)	-100%			
Misc Operating Expense.	111	10	(101)	-91%			
Direct Costs.							
Operating Expenses.	224	15	(209)	-93%			
Utilities.							
Risk Pool.							
Work Study.	52		(52)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	276	15	(261)	-95%			
All Expenses.	2,401	2,460	59	2%			
All Transfers In.							
All Transfers Out.	5		(5)	-100%			
Net Transfers.	(5)		5	-100%			
Operating Income (Loss). Excluding Benefits	(2,392)	(2,460)	(67)	3%			
Benefits.	804						
Operating Income (Loss).	(3,196)	(2,460)					

DIVISION OF STUDENT AFFAIRS -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Division of Student Affairs</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	7,452	7,424	8,003
Benefits	3,358	3,353	3,792
Operating Expenses	1,362	1,673	2,228
WorkStudy	48	60	52
<b>485 - TF-CSU Operating Fund</b>	<b>\$12,220</b>	<b>\$12,510</b>	<b>\$14,074</b>
Salaries & Benefits	1,707	1,236	1,304
Operating Expenses	1,147	1,033	1,023
<b>496 - TF-Miscellaneous Trust</b>	<b>\$2,855</b>	<b>\$2,268</b>	<b>\$2,327</b>
Operating Expenses	94	176	95
<b>452-Facility Revenue Fund-Health Facilities Fees</b>	<b>\$94</b>	<b>\$176</b>	<b>\$95</b>
<b>Division of Student Affairs Total</b>	<b>\$15,169</b>	<b>\$14,955</b>	<b>\$16,496</b>

# DIVISION OF ENROLLMENT MANAGEMENT

## GENERAL FUND BUDGET

	2019/20 Original Budget				FTE	
	Actual	Original Budget	change from 2018/19		Actual	Original Budget
	FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20
	YearTotal	YearTotal	Amount	Percent	FTE	FTE
in thousands	a	b	c = b-a	d = c/a	e	f
						g = f-e
<b>Total Revenues / Other Sources.</b>	<b>54</b>		<b>(54)</b>	<b>-100%</b>		
601201-Mpp/Supervisory	1,017	1,342	325	32%	10	14
601835-MPP Salaries-Lump Sum Vac	7		(7)	-100%		
Management & Supervisory.	1,024	1,342	318	31%	10	14
601300-Support Staff Salary	4,317	5,267	950	22%	74	93
601303-Student Assistant	73	66	(8)	-10%		
601817-Industrial Disability Leave	4		(4)	-100%		
601812-Salary Prepaid Expense W/O	4		(4)	-100%		
601824-Salary Prepaid Expense	(1)		1	-100%		
601834-Staff Salaries -Lump Sum Vac	30		(30)	-100%		
Support Staff.	4,427	5,333	906	20%	74	93
601836-Holiday Pays	6		(6)	-100%		
Other Salary.	6		(6)	-100%		
<b>Salary &amp; Wages.</b>	<b>5,456</b>	<b>6,674</b>	<b>1,218</b>	<b>22%</b>	<b>84</b>	<b>107</b>
Communications.						
Travel.	32		(32)	-100%		
State Pro Rata Charges.						
Contractual Services.	120		(120)	-100%		
It Costs.	156		(156)	-100%		
Services From Other Fnds Agncy.	104		(104)	-100%		
Equipment.	11		(11)	-100%		
Misc Operating Expense.	196	34	(162)	-83%		
Direct Costs.						
Operating Expenses.	620	34	(586)	-95%		
Utilities.						
Risk Pool.						
Work Study.	63		(63)	-100%		
Total Financial Aid.						
660809-Carry-Forward: Other Expenses						
<b>Total Operating Expenses</b>	<b>683</b>	<b>34</b>	<b>(649)</b>	<b>-95%</b>		
<b>All Expenses.</b>	<b>6,140</b>	<b>6,708</b>	<b>569</b>	<b>9%</b>		
All Transfers In.						
All Transfers Out.						
<b>Net Transfers.</b>						
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(6,085)</b>	<b>(6,708)</b>	<b>(623)</b>	<b>10%</b>		
Benefits.	3,115					
<b>Operating Income (Loss).</b>	<b>(9,201)</b>	<b>(6,708)</b>				

DIVISION OF ENROLLMENT MANAGEMENT -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Division of Enrollment Management</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	6,283	5,724	5,472
Benefits	3,550	3,309	3,145
Operating Expenses	677	709	845
WorkStudy	87	74	63
<b>485 - TF-CSU Operating Fund</b>	<b>\$10,596</b>	<b>\$9,816</b>	<b>\$9,526</b>
Operating Expenses	34	7	81
<b>496 - TF-Miscellaneous Trust</b>	<b>\$34</b>	<b>\$7</b>	<b>\$81</b>
Salaries	86	107	78
Operating Expenses	95	4	99
<b>481 - TF-Lottery Education Fund</b>	<b>\$182</b>	<b>\$111</b>	<b>\$176</b>
<b>Division of Enrollment Mgmt</b>	<b>\$10,812</b>	<b>\$9,935</b>	<b>\$9,783</b>

# DIVISION OF INTERNATIONAL EDUCATION

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>(2)</b>		<b>2</b>	<b>-100%</b>			
601201-Mpp/Supervisory	230	265	35	15%	2	3	1
Management & Supervisory.	230	265	35	15%	2	3	1
601300-Support Staff Salary	960	1,057	97	10%	15	18	3
601303-Student Assistant	65	60	(5)	-7%			
Support Staff.	1,025	1,117	92	9%	15	18	3
Salary & Wages.	<b>1,255</b>	<b>1,382</b>	<b>127</b>	<b>10%</b>	<b>17</b>	<b>21</b>	<b>4</b>
Communications.	2		(2)	-100%			
Travel.	113		(113)	-100%			
State Pro Rata Charges.							
Contractual Services.	5		(5)	-100%			
It Costs.	15		(15)	-100%			
Services From Other Fnds Agency.	25		(25)	-100%			
Equipment.							
Misc Operating Expense.	265	42	(223)	-84%			
Direct Costs.							
Operating Expenses.	425	42	(383)	-90%			
Utilities.							
Risk Pool.							
Work Study.	2		(2)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>427</b>	<b>42</b>	<b>(385)</b>	<b>-90%</b>			
<b>All Expenses.</b>	<b>1,682</b>	<b>1,424</b>	<b>(258)</b>	<b>-15%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(1,685)</b>	<b>(1,424)</b>	<b>261</b>	<b>-15%</b>			
Benefits.	697		(697)	-100%			
<b>Operating Income (Loss).</b>	<b>(2,381)</b>	<b>(1,424)</b>	<b>957</b>	<b>-40%</b>			

DIVISION OF INTERNATIONAL EDUCATION -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Division of International Education</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
485 - TF-CSU Operating Fund			
Salaries	1,305	1,323	1,396
Benefits	709	724	772
Operating Expenses	277	164	431
WorkStudy		2	2
<b>485 - TF-CSU Operating Fund</b>	<b>\$2,291</b>	<b>\$2,214</b>	<b>\$2,600</b>
Operating Expenses	28	29	10
<b>496 - TF-Miscellaneous Trust</b>	<b>\$28</b>	<b>\$29</b>	<b>\$10</b>
<b>Div of International Education Total</b>	<b>\$2,320</b>	<b>\$2,243</b>	<b>\$2,610</b>



# DIVISION OF CAMPUS SAFETY

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
			Actuals				
			Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
Total Revenues / Other Sources.	45	30	(15)	-34%			
601201-Mpp/Supervisory	745	897	152	20%	6	7	1
601835-MPP Salaries-Lump Sum Vac	55		(55)	-100%			
Management & Supervisory.	800	897	97	12%	6	7	1
601300-Support Staff Salary	2,507	3,248	741	30%	36	46	10
601301-Overtime	347	390	43	12%			
601303-Student Assistant	29	28	(1)	-5%			
601816-Post Cert-Spec Assgn	79	85	6	7%			
601817-Industrial Disability Leave	22		(22)	-100%			
601821-Shift Differential	53	53	(0)	-1%			
601812-Salary Prepaid Expense W/O	13		(13)	-100%			
601824-Salary Prepaid Expense	(21)		21	-100%			
601834-Staff Salaries -Lump Sum Vac	37		(37)	-100%			
Support Staff.	3,068	3,804	736	24%	36	46	10
601836-Holiday Pays	42		(42)	-100%			
Other Salary.	42		(42)	-100%			
Salary & Wages.	3,909	4,701	792	20%	42	53	11
Communications.							
Travel.	13		(13)	-100%			
State Pro Rata Charges.							
Contractual Services.	96		(96)	-100%			
It Costs.	31		(31)	-100%			
Services From Other Fnds Agency.	62		(62)	-100%			
Equipment.	270		(270)	-100%			
Misc Operating Expense.	167	81	(86)	-52%			
Direct Costs.							
Operating Expenses.	639	81	(558)	-87%			
Utilities.							
Risk Pool.							
Work Study.	8		(8)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	647	81	(566)	-87%			
All Expenses.	4,556	4,782	226	5%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(4,511)	(4,752)	(241)	5%			
Benefits.	2,292						
Operating Income (Loss).	(6,803)	(4,752)					

DIVISION OF CAMPUS SAFETY-THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Division of Campus Safety</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	3,547	3,981	3,909
Benefits	1,999	2,361	2,292
Operating Expenses	702	566	763
WorkStudy	6	6	8
<b>485 - TF-CSU Operating Fund</b>	<b>\$6,254</b>	<b>\$6,914</b>	<b>\$6,972</b>
Operating Expenses	8	9	
<b>496 - TF-Miscellaneous Trust</b>	<b>\$8</b>	<b>\$9</b>	
Salaries	448	373	470
Benefits	239	259	302
Operating Expenses	427	612	536
Bond Payment	248	240	249
<b>472 - TF-Parking Revenue Fund-Parking Fees</b>	<b>\$1,361</b>	<b>\$1,484</b>	<b>\$1,558</b>
Salaries	65	69	71
Benefits	32	42	44
Operating Expenses	848	875	820
<b>471 - TF-Parking Revenue Fund-Fines and Forfeiture</b>	<b>\$945</b>	<b>\$986</b>	<b>\$935</b>
<b>Division of Campus Safety Total</b>	<b>8,568</b>	<b>9,393</b>	<b>9,465</b>

# OFFICE OF EQUITY PROGRAM & COMPLIANCE

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>30</b>	<b>30</b>	<b>(0)</b>	<b>-1%</b>			
601201-Mpp/Supervisory	558	611	53	9%	6	7	1
601835-MPP Salaries-Lump Sum Vac	7		(7)	-100%			
Management & Supervisory.	565	611	46	8%	6	7	1
601836-Holiday Pays	19		(19)	-100%			
Other Salary.	19		(19)	-100%			
Salary & Wages.	<b>584</b>	<b>611</b>	<b>27</b>	<b>5%</b>	<b>6</b>	<b>7</b>	<b>1</b>
Communications.							
Travel.	10		(10)	-100%			
State Pro Rata Charges.							
Contractual Services.	24		(24)	-100%			
It Costs.	4		(4)	-100%			
Services From Other Fnds Agncy.	22		(22)	-100%			
Equipment.	1		(1)	-100%			
Misc Operating Expense.	147	21	(126)	-86%			
Direct Costs.							
Operating Expenses.	208	21	(187)	-90%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>208</b>	<b>21</b>	<b>(187)</b>	<b>-90%</b>			
<b>All Expenses.</b>	<b>791</b>	<b>632</b>	<b>(160)</b>	<b>-20%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(761)</b>	<b>(602)</b>	<b>159</b>	<b>-21%</b>			
Benefits.	307						
<b>Operating Income (Loss).</b>	<b>(1,068)</b>	<b>(602)</b>					

OFFICE OF EQUITY PROGRAM & COMPLIANCE -THREE YEARS OF ACTUALS FY17-18 to FY18-19

<b>Office of Equity Prgm &amp; Compliance</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
<b>485 - TF-CSU Operating Fund</b>			
Salaries	148	424	584
Benefits	80	226	307
Operating Expenses	27	50	208
<b>Office of Equity Prgm &amp; Compli Total</b>	<b>\$254</b>	<b>\$700</b>	<b>\$1,098</b>

# VP STUDENT AFFAIRS & ENROLLMENT MANAGEMENT

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	
<b>Total Revenues / Other Sources.</b>							
601100-Academic Salary	21	21	(0)	-1%			
Instructional Faculty.	21	21	(0)	-1%			
601201-Mpp/Supervisory	389	433	44	11%	3	3	0
601835-MPP Salaries-Lump Sum Vac	15		(15)	-100%			
Management & Supervisory.	404	433	29	7%	3	3	0
601300-Support Staff Salary	379	453	74	19%	6	7	1
601303-Student Assistant	12	15	3	22%			
Support Staff.	391	468	76	19%	6	7	1
<b>Salary &amp; Wages.</b>	<b>816</b>	<b>921</b>	<b>105</b>	<b>13%</b>	<b>9</b>	<b>10</b>	<b>1</b>
Communications.							
Travel.	9		(9)	-100%			
State Pro Rata Charges.							
Contractual Services.	1		(1)	-100%			
It Costs.	83		(83)	-100%			
Services From Other Fnds Agency.	7		(7)	-100%			
Equipment.							
Misc Operating Expense.	28	54	25	89%			
Direct Costs.							
Operating Expenses.	129	54	(75)	-58%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>129</b>	<b>54</b>	<b>(75)</b>	<b>-58%</b>			
<b>All Expenses.</b>	<b>945</b>	<b>975</b>	<b>30</b>	<b>3%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(945)</b>	<b>(975)</b>	<b>(30)</b>	<b>3%</b>			
Benefits.	366						
<b>Operating Income (Loss).</b>	<b>(1,312)</b>	<b>(975)</b>					

VP STUDENT AFFAIRS & ENROLLMENT MANAGEMENT -THREE YEARS OF ACTUALS FY16-17 to  
FY18-19

<b>VP Stdnt Affrs &amp; Enroll Mgmnt</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	630	845	816
Benefits	265	374	366
Operating Expenses	50	76	140
WorkStudy			0
<b>485 - TF-CSU Operating Fund</b>	<b>\$945</b>	<b>\$1,295</b>	<b>\$1,323</b>
Operating Expenses	12	5	5
<b>496 - TF-Miscellaneous Trust</b>	<b>\$12</b>	<b>\$5</b>	<b>\$5</b>
Operating Expenses			34
<b>463 - TF-Instructionally Related Activities Trust</b>			<b>\$34</b>
Operating Expenses	22	20	22
<b>481 - TF-Lottery Education Fund</b>	<b>\$22</b>	<b>\$20</b>	<b>\$22</b>
<b>VP Stdnt Affrs &amp; Enroll Mgmnt Total</b>	<b>\$978</b>	<b>\$1,320</b>	<b>\$1,384</b>

# EQUITY & COMMUNITY INCLUSION

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
Total Revenues / Other Sources.							
601828-Reimb Release Time Salary		(43)	(43)	-			
Instructional Faculty.		(43)	(43)	-			
601201-Mpp/Supervisory	236	374	138	59%	8	4	(4)
601835-MPP Salaries-Lump Sum Vac	3		(3)	-100%			
Management & Supervisory.	238	374	136	57%	8	4	(4)
601300-Support Staff Salary	350	498	147	42%	6	8	2
601303-Student Assistant	5	20	14	264%			
601824-Salary Prepaid Expense	3		(3)	-100%			
601834-Staff Salaries -Lump Sum Vac	3		(3)	-100%			
Support Staff.	362	517	156	43%	6	8	2
601836-Holiday Pays	1		(1)	-100%			
Other Salary.	1		(1)	-100%			
Salary & Wages.	601	849	248	41%	14	12	(2)
Communications.							
Travel.	21	18	(3)	-13%			
State Pro Rata Charges.							
Contractual Services.	60		(60)	-100%			
It Costs.	2	5	2	116%			
Services From Other Fnds Agency.	18	8	(10)	-55%			
Equipment.	5		(5)	-100%			
Misc Operating Expense.	149	94	(55)	-37%			
Direct Costs.							
Operating Expenses.	255	125	(130)	-51%			
Utilities.							
Risk Pool.							
Work Study.	14		(14)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	270	125	(145)	-54%			
All Expenses.	870	974	103	12%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(870)	(974)	(103)	12%			
Benefits.	234						
Operating Income (Loss).	(1,104)	(974)					

EQUITY & COMMUNITY INCLUSION -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Equity &amp; Community Inclusion</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
<b>485 - TF-CSU Operating Fund</b>			
Salaries		307	601
Benefits		133	234
Operating Expenses		91	255
WorkStudy		26	14
<b>Equity &amp; Community Inclusion Total</b>		<b>\$556</b>	<b>\$1,104</b>



# UNIVERSITY ADVANCEMENT

## Storyline FY19-20 Budget

University Advancement has raised over 90% of its \$150 million fundraising campaign goal during FY18-19. We started the launch of the public phase in April 2019 and we will continue to ramp up our fundraising efforts in FY19-20. The *“Bold Thinking Campaign for SF State”* is scheduled to run for six years until 2021. We expect to see support for faculty and facilities increases during the coming years. Several new capital projects are being prioritized by university leadership, and several additional endowed chairs are also expected in the new year. In FY19-20, in addition to filling some of the key high level positions such as the Vice President of Advancement, AVP of Alumni Relations and AVP of Development, we are requesting a new position of Public Information Officer as well. This position will handle ongoing and emerging issues that can impact the University's reputation among internal and external constituents. We are also elevating two existing executive director positions to associate vice president level. These higher level positions will lead the SF State's community to advance the university's engagement with their respective constituents such as government stakeholders and alumni. For the Special Events team, other than the annual Alumni Hall of Fame dinner and Commencement ceremony, they will also be handling the inauguration of new President Mahoney. This high-touch and highly visible event is calling for an additional \$60,000 in hospitality expenses. Advancement is forecasting a carry-forward balance of \$300K-\$400K at the end of June 2019 and submitting an overall 2% increase in budget for FY19-20.

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	
<b>Total Revenues / Other Sources.</b>	<b>79</b>	<b>158</b>	<b>79</b>	<b>101%</b>			
601827-Honorarium For Emp Sal Or Ben	2		(2)	-100%			
601828-Reimb Release Time Salary	(26)	(52)	(26)	100%			
Instructional Faculty.	(24)	(52)	(27)	113%			
601201-Mpp/Supervisory	3,535	4,413	879	25%	30	39	9
601835-MPP Salaries-Lump Sum Vac	176		(176)	-100%			
Management & Supervisory.	3,711	4,413	702	19%	30	39	9
601300-Support Staff Salary	1,477	1,679	202	14%	23	25	2
601303-Student Assistant	22	32	10	44%			
601817-Industrial Disability Leave	13		(13)	-100%			
601824-Salary Prepaid Expense	(5)		5	-100%			
601834-Staff Salaries -Lump Sum Vac	7		(7)	-100%			
Support Staff.	1,515	1,711	196	13%	23	25	2
601836-Holiday Pays	72		(72)	-100%			
Other Salary.	72		(72)	-100%			
<b>Salary &amp; Wages.</b>	<b>5,274</b>	<b>6,072</b>	<b>799</b>	<b>15%</b>	<b>53</b>	<b>64</b>	<b>11</b>
Communications.		16	16	-			
Travel.	68	93	25	37%			
State Pro Rata Charges.							
Contractual Services.	440	105	(334)	-76%			
It Costs.	70	58	(12)	-17%			
Services From Other Fnds Agncy.	74		(74)	-100%			
Equipment.							
Misc Operating Expense.	249	222	(27)	-11%			
Direct Costs.							
Operating Expenses.	901	495	(406)	-45%			
Utilities.							
Risk Pool.							
Work Study.	10		(10)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>911</b>	<b>495</b>	<b>(417)</b>	<b>-46%</b>			
<b>All Expenses.</b>	<b>6,185</b>	<b>6,567</b>	<b>382</b>	<b>6%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(6,106)</b>	<b>(6,409)</b>	<b>(303)</b>	<b>5%</b>			
Benefits.	2,602	4					
<b>Operating Income (Loss).</b>	<b>(8,708)</b>	<b>(6,413)</b>					

# ADVANCEMENT COMPUTING PROGRAM GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE
			Amount	Percent		
in thousands	a	b	c = b-a	d = c/a	e	f
<b>Total Revenues / Other Sources.</b>	<b>14</b>	<b>29</b>	<b>15</b>	<b>106%</b>		
601201-Mpp/Supervisory	126	116	(10)	-8%	1	1
Management & Supervisory.	126	116	(10)	-8%	1	1
601300-Support Staff Salary	360	382	22	6%	6	6
601303-Student Assistant	2	2	1	33%		
601834-Staff Salaries -Lump Sum Vac	5		(5)	-100%		
Support Staff.	366	384	18	5%	6	6
601836-Holiday Pays	1		(1)	-100%		
Other Salary.	1		(1)	-100%		
Salary & Wages.	<b>493</b>	<b>500</b>	<b>7</b>	<b>2%</b>	<b>7</b>	<b>7</b>
Communications.		1	1	-		
Travel.	3	7	4	103%		
State Pro Rata Charges.						
Contractual Services.	62	60	(2)	-3%		
It Costs.	25	5	(20)	-81%		
Services From Other Fnds Agency.	2		(2)	-100%		
Equipment.						
Misc Operating Expense.	34	6	(27)	-81%		
Direct Costs.						
Operating Expenses.	126	79	(47)	-37%		
Utilities.						
Risk Pool.						
Work Study.	4		(4)	-100%		
Total Financial Aid.						
660809-Carry-Forward: Other Expenses						
<b>Total Operating Expenses</b>	<b>130</b>	<b>79</b>	<b>(51)</b>	<b>-39%</b>		
<b>All Expenses.</b>	<b>623</b>	<b>580</b>	<b>(43)</b>	<b>-7%</b>		
All Transfers In.						
All Transfers Out.						
<b>Net Transfers.</b>						
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(609)</b>	<b>(551)</b>	<b>58</b>	<b>-10%</b>		
Benefits.	268					
<b>Operating Income (Loss).</b>	<b>(877)</b>	<b>(551)</b>				

ADVANCEMENT COMPUTING PROGRAM -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Advancement Computing Program</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	367	482	493
Benefits	211	251	268
Operating Expenses	117	144	126
WorkStudy	8	4	4
<b>485 - TF-CSU Operating Fund</b>	<b>\$702</b>	<b>\$881</b>	<b>\$891</b>
<b>Advancement Computing Program Total</b>	<b>\$702</b>	<b>\$881</b>	<b>\$891</b>

## DEVELOPMENT

### GENERAL FUND BUDGET

	Actual	Original Budget	2019/20 Original Budget change from 2018/19		Actual	Original Budget	FTE
	FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	
<b>Total Revenues / Other Sources.</b>	<b>14</b>	<b>18</b>	<b>3</b>	<b>23%</b>			
601201-Mpp/Supervisory	1,804	2,185	381	21%	15	19	4
601835-MPP Salaries-Lump Sum Vac	82		(82)	-100%			
Management & Supervisory.	1,886	2,185	299	16%	15	19	4
601300-Support Staff Salary	477	446	(30)	-6%	7	7	0
601303-Student Assistant	15	22	6	42%			
601817-Industrial Disability Leave	13		(13)	-100%			
601834-Staff Salaries -Lump Sum Vac	1		(1)	-100%			
Support Staff.	506	468	(38)	-8%	7	7	0
601836-Holiday Pays	9		(9)	-100%			
Other Salary.	9		(9)	-100%			
<b>Salary &amp; Wages.</b>	<b>2,401</b>	<b>2,653</b>	<b>252</b>	<b>10%</b>	<b>22</b>	<b>26</b>	<b>4</b>
Communications.		3	3	-			
Travel.	23	23	1	3%			
State Pro Rata Charges.							
Contractual Services.	201	20	(182)	-90%			
It Costs.	35	48	13	37%			
Services From Other Fnds Agency.	33		(33)	-100%			
Equipment.							
Misc Operating Expense.	160	68	(92)	-58%			
Direct Costs.							
Operating Expenses.	452	162	(290)	-64%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>452</b>	<b>162</b>	<b>(290)</b>	<b>-64%</b>			
<b>All Expenses.</b>	<b>2,853</b>	<b>2,815</b>	<b>(39)</b>	<b>-1%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(2,839)</b>	<b>(2,797)</b>	<b>42</b>	<b>-1%</b>			
Benefits.	1,168						
<b>Operating Income (Loss).</b>	<b>(4,007)</b>	<b>(2,797)</b>					

DEVELOPMENT -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Development</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	2,580	2,429	2,401
Benefits	1,233	1,198	1,168
Operating Expenses	238	232	452
WorkStudy	5	4	
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$4,055</b>	<b>\$3,863</b>	<b>\$4,022</b>
Operating Expenses	11	4	
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$11</b>	<b>\$4</b>	
<b>Development Total</b>	<b>\$4,067</b>	<b>\$3,867</b>	<b>\$4,022</b>

## ALUMNI RELATIONS GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
	a	b	Amount c = b-a	Percent d = c/a	e	f	g = f-e
in thousands							
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	251	422	171	68%	3	4	1
601835-MPP Salaries-Lump Sum Vac	11		(11)	-100%			
Management & Supervisory.	262	422	160	61%	3	4	1
601300-Support Staff Salary	117	122	5	4%	2	2	0
601303-Student Assistant	4	5	1	30%			
Support Staff.	121	127	6	5%	2	2	0
601836-Holiday Pays	38		(38)	-100%			
Other Salary.	38		(38)	-100%			
Salary & Wages.	422	549	127	30%	5	6	1
Communications.		2	2	-			
Travel.	18	19	1	6%			
State Pro Rata Charges.							
Contractual Services.	6	1	(5)	-79%			
It Costs.	5	1	(4)	-78%			
Services From Other Fnds Agncy.	6		(6)	-100%			
Equipment.							
Misc Operating Expense.	19	11	(8)	-42%			
Direct Costs.							
Operating Expenses.	54	34	(20)	-37%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	54	34	(20)	-37%			
All Expenses.	476	583	107	23%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(476)	(583)	(107)	23%			
Benefits.	186	3					
Operating Income (Loss).	(661)	(586)					

# ANNUAL FUND DRIVE

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
	a	b	Amount c = b-a	Percent d = c/a	e	f	
in thousands							
<b>Total Revenues / Other Sources.</b>	5		(5)	-100%			
Salary & Wages.							
Communications.							
Travel.							
State Pro Rata Charges.							
Contractual Services.	5		(5)	-100%			
It Costs.							
Services From Other Fnds Agency.							
Equipment.							
Misc Operating Expense.							
Direct Costs.							
Operating Expenses.	5		(5)	-100%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	5		(5)	-100%			
<b>All Expenses.</b>	5		(5)	-100%			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	(0)	0					
Benefits.	0						
<b>Operating Income (Loss).</b>	(0)	0					



## EVENTS & PROTOCOL GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
	a	b	c = b-a	d = c/a	e	f	g = f-e
in thousands							
<b>Total Revenues / Other Sources.</b>							
601201-Mpp/Supervisory	309	353	44	14%	3	4	1
Management & Supervisory.	309	353	44	14%	3	4	1
Salary & Wages.	<b>309</b>	<b>353</b>	<b>44</b>	<b>14%</b>	<b>3</b>	<b>4</b>	<b>1</b>
Communications.		2	2	-			
Travel.	3	5	2	63%			
State Pro Rata Charges.							
Contractual Services.							
It Costs.							
Services From Other Fnds Agncy.	3		(3)	-100%			
Equipment.							
Misc Operating Expense.	7	63	56	775%			
Direct Costs.							
Operating Expenses.	13	70	57	447%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>13</b>	<b>70</b>	<b>57</b>	<b>447%</b>			
<b>All Expenses.</b>	<b>321</b>	<b>423</b>	<b>101</b>	<b>31%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(321)</b>	<b>(423)</b>	<b>(101)</b>	<b>31%</b>			
Benefits.	145						
<b>Operating Income (Loss).</b>	<b>(467)</b>	<b>(423)</b>					

# GOVERN & COMMUNITY RELATIONS

## GENERAL FUND BUDGET

	Actual	Original Budget	2019/20 Original Budget change from 2018/19		Actual	Original Budget	FTE
	FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20	Change
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	from
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>							
601201-Mpp/Supervisory	242	270	28	11%	2	2	0
601835-MPP Salaries-Lump Sum Vac	19		(19)	-100%			
Management & Supervisory.	261	270	9	3%	2	1	(1)
601300-Support Staff Salary	5	66	61	1220%			
Support Staff.	5	66	61	1220%			
Salary & Wages.	<b>266</b>	<b>336</b>	<b>70</b>	<b>26%</b>	<b>2</b>	<b>1</b>	<b>(1)</b>
Communications.		2	2	-			
Travel.	11	12	1	8%			
State Pro Rata Charges.							
Contractual Services.							
It Costs.							
Services From Other Fnds Agncy.	3		(3)	-100%			
Equipment.							
Misc Operating Expense.	1	4	3	441%			
Direct Costs.							
Operating Expenses.	15	18	3	22%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>15</b>	<b>18</b>	<b>3</b>	<b>22%</b>			
<b>All Expenses.</b>	<b>281</b>	<b>354</b>	<b>73</b>	<b>26%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(281)</b>	<b>(354)</b>	<b>(73)</b>	<b>26%</b>			
Benefits.	132	1					
<b>Operating Income (Loss).</b>	<b>(413)</b>	<b>(355)</b>					

GOVERN & COMMUNITY RELATIONS -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Govern &amp; Community Relations</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	133	248	266
Benefits	63	117	132
Operating Expenses	17	33	15
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$213</b>	<b>\$398</b>	<b>\$413</b>
<b>Govern &amp; Community Relations Total</b>	<b>\$213</b>	<b>\$398</b>	<b>\$413</b>

# PUBLIC AFFAIRS

## GENERAL FUND BUDGET

	2019/20 Original Budget				Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
	Actual	Original Budget	change from 2018/19				
	FY 18-19 YearTotal	FY 19-20 YearTotal	Actuals Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
Total Revenues / Other Sources.							
601827-Honorarium For Emp Sal Or Ben	2		(2)	-100%			
601828-Reimb Release Time Salary	(26)	(52)	(26)	100%			
Instructional Faculty.	(24)	(52)	(27)	113%			
601201-Mpp/Supervisory	371	493	123	33%	3	5	2
601835-MPP Salaries-Lump Sum Vac	18		(18)	-100%			
Management & Supervisory.	389	493	105	27%	3	5	2
601300-Support Staff Salary	407	497	90	22%	6	7	1
601824-Salary Prepaid Expense	(5)		5	-100%			
601834-Staff Salaries -Lump Sum Vac	1		(1)	-100%			
Support Staff.	403	499	96	24%	6	7	1
601836-Holiday Pays	25		(25)	-100%			
Other Salary.	25		(25)	-100%			
Salary & Wages.	793	941	149	19%	9	12	3
Communications.		1	1	-			
Travel.	4	7	4	101%			
State Pro Rata Charges.							
Contractual Services.	166	22	(144)	-87%			
It Costs.	4	2	(2)	-52%			
Services From Other Fnds Agncy.	20		(20)	-100%			
Equipment.							
Misc Operating Expense.	18	53	36	202%			
Direct Costs.							
Operating Expenses.	211	85	(125)	-59%			
Utilities.							
Risk Pool.							
Work Study.	2		(2)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	212	85	(127)	-60%			
All Expenses.	1,005	1,027	22	2%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(1,005)	(1,027)	(21)	2%			
Benefits.	418						
Operating Income (Loss).	(1,424)	(1,027)					

PUBLIC AFFAIRS -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Public Affairs</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	742	822	793
Benefits	343	400	418
Operating Expenses	468	231	211
WorkStudy	3	6	2
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$1,556</b>	<b>\$1,459</b>	<b>\$1,424</b>
<b>Public Affairs Total</b>	<b>\$1,556</b>	<b>\$1,459</b>	<b>\$1,424</b>

# VP UNIVERSITY ADVANCEMENT ADMIN

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
			Actuals				
			Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
<b>Total Revenues / Other Sources.</b>	<b>46</b>	<b>112</b>	<b>66</b>	<b>143%</b>			
601201-Mpp/Supervisory	432	574	142	33%	3	4	1
601835-MPP Salaries-Lump Sum Vac	45		(45)	-100%			
Management & Supervisory.	477	574	97	20%	3	4	1
601300-Support Staff Salary	111	165	54	48%	2	3	1
601303-Student Assistant	1	1	(0)	-19%			
Support Staff.	113	166	54	48%	2	3	1
<b>Salary &amp; Wages.</b>	<b>590</b>	<b>740</b>	<b>151</b>	<b>26%</b>	<b>5</b>	<b>7</b>	<b>2</b>
Communications.		4	4	-			
Travel.	6	20	14	214%			
State Pro Rata Charges.							
Contractual Services.		3	3	-			
It Costs.	1	2	1	81%			
Services From Other Fnds Agncy.	8		(8)	-100%			
Equipment.							
Misc Operating Expense.	10	16	6	62%			
Direct Costs.							
Operating Expenses.	26	46	20	79%			
Utilities.							
Risk Pool.							
Work Study.	4		(4)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>30</b>	<b>46</b>	<b>16</b>	<b>53%</b>			
<b>All Expenses.</b>	<b>620</b>	<b>787</b>	<b>167</b>	<b>27%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(574)</b>	<b>(675)</b>	<b>(101)</b>	<b>18%</b>			
Benefits.	284						
<b>Operating Income (Loss).</b>	<b>(858)</b>	<b>(675)</b>					

VP UNIVERSITY ADVANCEMENT ADMIN -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>VP University Adv Admin</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	741	623	590
Benefits	342	322	284
Operating Expenses	58	91	26
WorkStudy		3	4
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$1,142</b>	<b>\$1,039</b>	<b>\$904</b>
Operating Expenses	42	10	4
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$42</b>	<b>\$10</b>	<b>\$4</b>
<b>VP University Adv Admin Total</b>	<b>\$1,184</b>	<b>\$1,049</b>	<b>\$908</b>

# ADMINISTRATION & FINANCE

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>1,974</b>	<b>1,874</b>	<b>(100)</b>	<b>-5%</b>			
601201-Mpp/Supervisory	6,523	7,556	1,033	16%	55	63	9
601835-MPP Salaries-Lump Sum Vac	157	50	(107)	-68%			
Management & Supervisory.	6,681	7,606	926	14%	55	63	9
601300-Support Staff Salary	18,469	19,676	1,207	7%	289	315	26
601301-Overtime	398	268	(130)	-33%			
601303-Student Assistant	321	301	(20)	-6%	11		(11)
601817-Industrial Disability Leave	24		(24)	-100%			
601821-Shift Differential	110	130	20	18%			
601812-Salary Prepaid Expense W/O	16		(16)	-100%			
601824-Salary Prepaid Expense	(16)		16	-100%			
601834-Staff Salaries -Lump Sum Vac	71	15	(56)	-79%			
Support Staff.	19,394	20,390	996	5%	300	315	15
601836-Holiday Pays	114	10	(104)	-91%			
Other Salary.	114	10	(104)	-91%			
<b>Salary &amp; Wages.</b>	<b>26,189</b>	<b>28,007</b>	<b>1,818</b>	<b>7%</b>	<b>355</b>	<b>378</b>	<b>24</b>
Communications.	336	284	(52)	-16%			
Travel.	168	272	104	62%			
State Pro Rata Charges.							
Contractual Services.	1,216	1,126	(90)	-7%			
It Costs.	2,369	2,352	(17)	-1%			
Services From Other Fnds Agency.	370	313	(57)	-15%			
Equipment.	138	161	23	17%			
Misc Operating Expense.	3,479	3,615	136	4%			
Direct Costs.	13		(13)	-100%			
Operating Expenses.	8,090	8,123	33	0%			
Utilities.	197		(197)	-100%			
Risk Pool.							
Work Study.	147		(147)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>8,434</b>	<b>8,123</b>	<b>(311)</b>	<b>-4%</b>			
<b>All Expenses.</b>	<b>34,623</b>	<b>36,130</b>	<b>1,507</b>	<b>4%</b>			
All Transfers In.	325		(325)	-100%			
All Transfers Out.	858		(858)	-100%			
<b>Net Transfers.</b>	<b>(533)</b>	<b>0</b>	<b>533</b>	<b>-100%</b>			
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(33,182)</b>	<b>(34,256)</b>	<b>(1,074)</b>	<b>3%</b>			
Benefits.	14,946						
<b>Operating Income (Loss).</b>	<b>(48,128)</b>	<b>(34,256)</b>					



# AUDIT & ADVISORY SERVICES

## GENERAL FUND BUDGET

	Actual	Original Budget	2019/20 Original Budget		Actual	Original Budget	FTE
	FY 18-19	FY 19-20	change from 2018/19		FY 18-19	FY 19-20	Change
			Actuals				from
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	118	118	0	0%	1	1	0
Management & Supervisory.	118	118	0	0%	1	1	0
601300-Support Staff Salary	112	138	26	23%	2	2	0
601303-Student Assistant	3		(3)	-100%			
601834-Staff Salaries -Lump Sum Vac	5		(5)	-100%			
Support Staff.	120	138	18	15%	2	2	0
601836-Holiday Pays	1		(1)	-100%			
Other Salary.	1		(1)	-100%			
Salary & Wages.	240	256	17	7%	3	3	0
Communications.							
Travel.	3	6	4	143%			
State Pro Rata Charges.							
Contractual Services.							
It Costs.							
Services From Other Fnds Agency.	1	2	1	226%			
Equipment.							
Misc Operating Expense.	4	9	5	108%			
Direct Costs.							
Operating Expenses.	7	17	10	130%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	7	17	10	130%			
All Expenses.	247	274	27	11%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(247)	(274)	(27)	11%			
Benefits.	138						
Operating Income (Loss).	(385)	(274)					

AUDIT & ADVISORY SERVICES -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Audit &amp; Advisory Services</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	418	308	240
Benefits	192	165	138
Operating Expenses	175	22	7
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$785</b>	<b>\$495</b>	<b>\$385</b>
Operating Expenses	19	24	
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$19</b>	<b>\$24</b>	
<b>Audit &amp; Advisory Services Total</b>	<b>\$803</b>	<b>\$519</b>	<b>\$385</b>

# BUDGET ADMINISTRATION & OPERATIONS

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
	a	b	Amount c = b-a	Percent d = c/a	e	f	g = f-e
in thousands							
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	264	262	(2)	-1%	2	2	0
Management & Supervisory.	264	262	(2)	-1%	2	2	0
601300-Support Staff Salary	229	229	0	0%	4	4	(0)
Support Staff.	229	229	0	0%	4	4	(0)
Salary & Wages.	492	490	(2)	0%	6	6	0
Communications.							
Travel.	4	5	1	24%			
State Pro Rata Charges.							
Contractual Services.							
It Costs.	1	7	6	422%			
Services From Other Fnds Agency.	13	14	0	3%			
Equipment.							
Misc Operating Expense.	7	7	(0)	-2%			
Direct Costs.							
Operating Expenses.	26	33	7	27%			
Utilities.							
Risk Pool.							
Work Study.	5		(5)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	30	33	2	7%			
All Expenses.	523	523	0	0%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(523)	(523)	(0)	0%			
Benefits.	275						
Operating Income (Loss).	(797)	(523)					

BUDGET ADMINISTRATION & OPERATIONS -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Budget Admin &amp; Operations</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	489	467	694
Benefits	247	254	392
Operating Expenses	29	32	51
WorkStudy		9	5
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$765</b>	<b>\$762</b>	<b>\$1,142</b>
<b>Budget Admin &amp; Operations Total</b>	<b>\$765</b>	<b>\$762</b>	<b>\$1,142</b>

# BUSINESS OPERATIONS

## GENERAL FUND BUDGET

			2019/20 Original Budget		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
	Actual	Original Budget	change from 2018/19				
	FY 18-19	FY 19-20	Actuals				
	YearTotal	YearTotal	Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
Total Revenues / Other Sources.	195	150	(45)	-23%			
601201-Mpp/Supervisory	953	1,148	195	20%	9	10	1
Management & Supervisory.	953	1,148	195	20%	9	10	1
601300-Support Staff Salary	1,227	1,224	(3)	0%	21	23	2
601303-Student Assistant	87	84	(3)	-4%	3		(3)
601817-Industrial Disability Leave	5		(5)	-100%			
601834-Staff Salaries -Lump Sum Vac	17		(17)	-100%			
Support Staff.	1,337	1,308	(29)	-2%	24	23	(1)
601836-Holiday Pays	5		(5)	-100%			
Other Salary.	5		(5)	-100%			
Salary & Wages.	2,295	2,455	161	7%	33	33	0
Communications.							
Travel.	45	63	17	38%			
State Pro Rata Charges.							
Contractual Services.	104	147	44	42%			
It Costs.	79	120	42	53%			
Services From Other Fnds Agency.	24	19	(4)	-18%			
Equipment.	48	38	(10)	-20%			
Misc Operating Expense.	506	544	38	7%			
Direct Costs.							
Operating Expenses.	806	932	127	16%			
Utilities.	197		(197)	-100%			
Risk Pool.							
Work Study.	6		(6)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	1,008	932	(76)	-8%			
All Expenses.	3,303	3,387	84	3%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(3,108)	(3,237)	(130)	4%			
Benefits.	1,198						
Operating Income (Loss).	(4,306)	(3,237)					

BUSINESS OPERATIONS -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Business Operations</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	2,003	2,204	2,381
Benefits	1,080	1,133	1,239
Operating Expenses	711	841	1,029
WorkStudy	8	5	6
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$3,801</b>	<b>\$4,183</b>	<b>\$4,655</b>
Operating Expenses	67	20	0
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$67</b>	<b>\$20</b>	<b>\$0</b>
<b>Business Operations Total</b>	<b>\$3,867</b>	<b>\$4,203</b>	<b>\$4,655</b>

# FACILITIES & SERVICE ENTERPRISE GENERAL FUND BUDGET

			2019/20 Original Budget				FTE
	Actual	Original Budget	change from 2018/19		Actual	Original Budget	Change
	FY 18-19	FY 19-20	Actuals		FY 18-19	FY 19-20	from
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
Total Revenues / Other Sources.	395	420	25	6%			
601201-Mpp/Supervisory	1,400	1,619	219	16%	14	16	2
601835-MPP Salaries-Lump Sum Vac	35		(35)	-100%			
Management & Supervisory.	1,435	1,619	183	13%	14	16	2
601300-Support Staff Salary	6,725	7,752	1,026	15%	134	152	18
601301-Overtime	391	260	(131)	-33%			
601303-Student Assistant	82	75	(6)	-8%	3		(3)
601817-Industrial Disability Leave	19		(19)	-100%			
601821-Shift Differential	110	130	20	18%			
601812-Salary Prepaid Expense W/O	16		(16)	-100%			
601824-Salary Prepaid Expense	(16)		16	-100%			
601834-Staff Salaries -Lump Sum Vac	23		(23)	-100%			
Support Staff.	7,349	8,217	868	12%	136	152	16
601836-Holiday Pays	7		(7)	-100%			
Other Salary.	7		(7)	-100%			
Salary & Wages.	8,792	9,836	1,044	12%	151	168	17
Communications.							
Travel.	13	45	32	238%			
State Pro Rata Charges.							
Contractual Services.	97	167	71	73%			
It Costs.	167	65	(102)	-61%			
Services From Other Fnds Agncy.	112	92	(19)	-17%			
Equipment.	72	120	48	66%			
Misc Operating Expense.	2,558	2,571	13	1%			
Direct Costs.							
Operating Expenses.	3,019	3,061	42	1%			
Utilities.							
Risk Pool.							
Work Study.	11		(11)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	3,030	3,061	31	1%			
All Expenses.	11,822	12,896	1,075	9%			
All Transfers In.	325		(325)	-100%			
All Transfers Out.	658		(658)	-100%			
Net Transfers.	(333)	0	333	-100%			
Operating Income (Loss). Excluding Benefits	(11,759)	(12,476)	(717)	6%			
Benefits.	5,811						
Operating Income (Loss).	(17,570)	(12,476)					

FACILITIES & SERVICE ENTERPRISE -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Facilities Services</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	8,016	8,548	13,770
Benefits	5,536	5,775	8,599
Operating Expenses	3,340	2,401	6,529
WorkStudy	21	15	11
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$16,913</b>	<b>\$16,739</b>	<b>\$28,910</b>
Salaries	3,962	4,410	259
Benefits	2,118	2,249	16
Operating Expenses	2,728	2,451	72
Bond Payment	15,917	0	
<b>531 - TF-Housing-Ops and Rev Total</b>	<b>\$24,726</b>	<b>\$9,109</b>	<b>\$347</b>
Salaries	574	560	529
Benefits	389	387	396
Operating Expenses	606	980	623
<b>534 - TF-Campus Union-Ops and Rev Total</b>	<b>\$1,569</b>	<b>\$1,928</b>	<b>\$1,548</b>
Salaries & Benefits	0		
Operating Expenses	84	85	0
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$84</b>	<b>\$85</b>	<b>\$0</b>
<b>Facilities Services Total</b>	<b>\$43,292</b>	<b>\$27,861</b>	<b>\$30,806</b>



# FISCAL AFFAIRS / CONTROLLER

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
			Actuals				
			Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	
Total Revenues / Other Sources.	613	567	(46)	-8%			
601201-Mpp/Supervisory	887	997	109	12%	7	9	2
601835-MPP Salaries-Lump Sum Vac	9		(9)	-100%			
Management & Supervisory.	897	997	100	11%	7	9	2
601300-Support Staff Salary	1,905	1,883	(21)	-1%	31	31	(0)
601301-Overtime	5	5	(0)	-1%			
601303-Student Assistant	36	44	8	23%	1		(1)
601834-Staff Salaries -Lump Sum Vac	1		(1)	-100%			
Support Staff.	1,946	1,932	(14)	-1%	32	31	(2)
601836-Holiday Pays	1		(1)	-100%			
Other Salary.	1		(1)	-100%			
Salary & Wages.	2,844	2,929	85	3%	39	40	0
Communications.							
Travel.	16	25	9	57%			
State Pro Rata Charges.							
Contractual Services.	470	607	137	29%			
It Costs.	74	66	(8)	-11%			
Services From Other Fnds Agency.	70	70	0	0%			
Equipment.							
Misc Operating Expense.	61	57	(4)	-7%			
Direct Costs.							
Operating Expenses.	691	825	134	19%			
Utilities.							
Risk Pool.							
Work Study.	42		(42)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	733	825	92	13%			
All Expenses.	3,576	3,753	177	5%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(2,964)	(3,187)	(223)	8%			
Benefits.	1,630						
Operating Income (Loss).	(4,593)	(3,187)					

FISCAL AFFAIRS / CONTROLLER -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Fiscal Affairs/Controller</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	3,003	3,218	3,550
Benefits	1,649	1,804	2,022
Operating Expenses	161	7,674	8,723
WorkStudy	56	46	42
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$4,870</b>	<b>\$12,743</b>	<b>\$14,337</b>
Benefits	4	73	76
Operating Expenses	3,799	3,660	3,682
Bond Payment	864	862	857
<b>534 - TF-Campus Union-Operations and Revenue Total</b>	<b>\$4,666</b>	<b>\$4,596</b>	<b>\$4,615</b>
Salaries & Benefits	124	468	412
Operating Expenses	394	78	89
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$518</b>	<b>\$547</b>	<b>\$501</b>
Salaries	33	40	49
Benefits	24	23	27
Operating Expenses	1	1	1
<b>472 - TF-Parking Revenue Fund-Parking Fees Total</b>	<b>\$57</b>	<b>\$64</b>	<b>\$78</b>
<b>Fiscal Affairs/Controller Total</b>	<b>\$10,111</b>	<b>\$17,949</b>	<b>\$19,530</b>

## HUMAN RESOURCES

### GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>							
601201-Mpp/Supervisory	1,131	1,427	297	26%	9	11	2
601835-MPP Salaries-Lump Sum Vac		50	50 -				
Management & Supervisory.	1,131	1,477	347	31%	9	11	2
601300-Support Staff Salary	1,376	1,653	277	20%	22	26	4
601301-Overtime	2	3	1	48%			
601303-Student Assistant	25	20	(5)	-20%	1		(1)
601834-Staff Salaries -Lump Sum Vac	12	15	3	25%			
Support Staff.	1,415	1,691	276	20%	23	26	3
601836-Holiday Pays		10	10	2028%			
Other Salary.		10	10	2028%			
<b>Salary &amp; Wages.</b>	<b>2,546</b>	<b>3,179</b>	<b>632</b>	<b>25%</b>	<b>33</b>	<b>37</b>	<b>4</b>
Communications.							
Travel.	29	50	21	72%			
State Pro Rata Charges.							
Contractual Services.	269	109	(160)	-60%			
It Costs.	81	23	(58)	-72%			
Services From Other Fnds Agency.	60	97	37	61%			
Equipment.		3	3 -				
Misc Operating Expense.	109	146	37	34%			
Direct Costs.							
Operating Expenses.	549	428	(121)	-22%			
Utilities.							
Risk Pool.							
Work Study.	27	0	(27)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>576</b>	<b>428</b>	<b>(149)</b>	<b>-26%</b>			
<b>All Expenses.</b>	<b>3,123</b>	<b>3,606</b>	<b>484</b>	<b>15%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(3,123)</b>	<b>(3,606)</b>	<b>(484)</b>	<b>15%</b>			
Benefits.	1,362						
<b>Operating Income (Loss).</b>	<b>(4,485)</b>	<b>(3,606)</b>					

HUMAN RESOURCES -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Human Resources</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	2,585	2,537	2,765
Benefits	1,330	1,283	1,465
Operating Expenses	338	325	549
WorkStudy	19	30	27
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$4,272</b>	<b>\$4,174</b>	<b>\$4,807</b>
<b>Human Resources Total</b>	<b>\$4,277</b>	<b>\$4,176</b>	<b>\$4,807</b>

# INFORMATION TECHNOLOGY GENERAL FUND BUDGET

	2019/20 Original Budget				FTE		Change from Prior Yr g = f-e
	Actual	Original Budget	change from 2018/19		Actual	Original Budget	
	FY 18-19 YearTotal	FY 19-20 YearTotal	Amount	Percent	FY 18-19 FTE	FY 19-20 FTE	
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>770</b>	<b>737</b>	<b>(33)</b>	<b>-4%</b>			
601201-Mpp/Supervisory	1,246	1,427	181	15%	9	10	1
601835-MPP Salaries-Lump Sum Vac	81		(81)	-100%			
Management & Supervisory.	1,327	1,427	100	8%	9	10	1
601300-Support Staff Salary	6,517	6,412	(106)	-2%	70	73	3
601303-Student Assistant	83	70	(13)	-16%	3		(3)
601824-Salary Prepaid Expense	1		(1)	-100%			
601834-Staff Salaries -Lump Sum Vac	13		(13)	-100%			
Support Staff.	6,615	6,482	(133)	-2%	73	73	(0)
601836-Holiday Pays	37		(37)	-100%			
Other Salary.	37		(37)	-100%			
<b>Salary &amp; Wages.</b>	<b>7,978</b>	<b>7,909</b>	<b>(69)</b>	<b>-1%</b>	<b>82</b>	<b>83</b>	<b>1</b>
Communications.	336	284	(52)	-15%			
Travel.	44	53	9	21%			
State Pro Rata Charges.							
Contractual Services.	265	80	(185)	-70%			
It Costs.	1,955	2,055	100	5%			
Services From Other Fnds Agency.	75		(75)	-100%			
Equipment.	18		(18)	-100%			
Misc Operating Expense.	185	227	42	22%			
Direct Costs.	13		(13)	-100%			
Operating Expenses.	2,891	2,699	(193)	-7%			
Utilities.							
Risk Pool.							
Work Study.	56		(56)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>2,947</b>	<b>2,699</b>	<b>(248)</b>	<b>-8%</b>			
<b>All Expenses.</b>	<b>10,925</b>	<b>10,608</b>	<b>(318)</b>	<b>-3%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(10,155)</b>	<b>(9,871)</b>	<b>285</b>	<b>-3%</b>			
Benefits.	4,078						
<b>Operating Income (Loss).</b>	<b>(14,233)</b>	<b>(9,871)</b>					

INFORMATION TECHNOLOGY -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Information Technology</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	6,697	7,856	8,680
Benefits	3,273	4,006	4,436
Operating Expenses	2,325	2,140	3,089
WorkStudy	21	52	56
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$12,316</b>	<b>\$14,053</b>	<b>\$16,261</b>
Salaries		45	0
Benefits		25	0
Operating Expenses		1	0
<b>531 - TF-Housing-Operations and Revenue Total</b>		<b>\$70</b>	<b>\$0</b>
Salaries & Benefits	180	183	180
Operating Expenses	68	63	2
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$248</b>	<b>\$245</b>	<b>\$182</b>
<b>Information Technology Total</b>	<b>\$12,564</b>	<b>\$14,368</b>	<b>\$16,442</b>

## VP ADMIN & FINANCE

### GENERAL FUND BUDGET

	Actual	Original Budget	2019/20 Original Budget		Actual	Original Budget	FTE
	FY 18-19	FY 19-20	change from 2018/19		FY 18-19	FY 19-20	Change
			Actuals				from
	YearTotal	YearTotal	Amount	Percent	FTE	FTE	Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
Total Revenues / Other Sources.	0	0	(0)	-11%			
601201-Mpp/Supervisory	525	559	35	7%	4	4	0
601835-MPP Salaries-Lump Sum Vac	32		(32)	-100%			
Management & Supervisory.	556	559	3	1%	4	4	0
601300-Support Staff Salary	378	385	7	2%	5	5	0
601303-Student Assistant	6	8	2	42%			
Support Staff.	384	393	9	2%	5	5	(0)
601836-Holiday Pays	63		(63)	-100%			
Other Salary.	63		(63)	-100%			
Salary & Wages.	1,003	953	(50)	-5%	9	9	0
Communications.							
Travel.	14	25	10	74%			
State Pro Rata Charges.							
Contractual Services.	11	15	4	36%			
It Costs.	12	17	5	38%			
Services From Other Fnds Agency.	16	18	2	16%			
Equipment.							
Misc Operating Expense.	49	55	6	13%			
Direct Costs.							
Operating Expenses.	102	130	28	27%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	102	130	28	27%			
All Expenses.	1,104	1,082	(22)	-2%			
All Transfers In.							
All Transfers Out.	200		(200)	-100%			
Net Transfers.	(200)	0	200	-100%			
Operating Income (Loss). Excluding Benefits	(1,304)	(1,082)	222	-17%			
Benefits.	454						
Operating Income (Loss).	(1,758)	(1,082)					

VP ADMIN & FINANCE -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>VP Administration &amp; Finance</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	1,181	934	1,003
Benefits	469	466	454
Operating Expenses	659	179	453
WorkStudy	3	1	
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$2,311</b>	<b>\$1,580</b>	<b>\$1,909</b>
Salaries & Benefits	18	22	
Operating Expenses	276	163	256
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$294</b>	<b>\$185</b>	<b>\$256</b>
<b>VP Admin &amp; Finance Total</b>	<b>\$2,605</b>	<b>\$1,765</b>	<b>\$2,166</b>



# OFFICE OF THE PRESIDENT

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>89</b>	<b>12</b>	<b>(77)</b>	<b>-86%</b>			
601030-President	368	441	74	20%	1	1	0
601822-Executive Auto Allow	12	12		0%			
President.	380	453	74	19%	1	1	0
601100-Academic Salary	1,179	1,304	124	11%	17	20	3
601827-Honorarium For Emp Sal Or Ben	6	4	(2)	-36%			
601833-Academic Salaries-Lump Sum Vac	70		(70)	-100%			
Instructional Faculty.	1,255	1,307	52	4%	17	20	3
601201-Mpp/Supervisory	673	381	(292)	-43%	4	3	(1)
Management & Supervisory.	673	381	(292)	-43%	4	3	(1)
601300-Support Staff Salary	394	388	(6)	-2%	5	5	(0)
601303-Student Assistant	10	10		-2%			
601834-Staff Salaries -Lump Sum Vac	1		(1)	-100%			
Support Staff.	405	398	(7)	-2%	6	5	(1)
601836-Holiday Pays	3		(3)	-100%			
Other Salary.	3		(3)	-100%			
<b>Salary &amp; Wages.</b>	<b>2,716</b>	<b>2,539</b>	<b>(177)</b>	<b>-7%</b>	<b>28</b>	<b>29</b>	<b>1</b>
Communications.	3	8	5	182%			
Travel.	101	71	(30)	-30%			
State Pro Rata Charges.							
Contractual Services.	221		(221)	-100%			
It Costs.	12	1	(11)	-93%			
Services From Other Fnds Agncy.	51	12	(39)	-77%			
Equipment.							
Misc Operating Expense.	258	173	(85)	-33%			
Direct Costs.							
Operating Expenses.	646	265	(382)	-59%			
Utilities.							
Risk Pool.							
Work Study.	45		(45)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>691</b>	<b>265</b>	<b>(427)</b>	<b>-62%</b>			
<b>All Expenses.</b>	<b>3,407</b>	<b>2,803</b>	<b>(604)</b>	<b>-18%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(3,318)</b>	<b>(2,791)</b>	<b>527</b>	<b>-16%</b>			
Benefits.	1,299						
<b>Operating Income (Loss).</b>	<b>(4,617)</b>	<b>(2,791)</b>					

# PRESIDENT'S ADMINISTRATION GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>	<b>89</b>	<b>12</b>	<b>(77)</b>	<b>-86%</b>			
601030-President	368	441	74	20%	1	1	0
601822-Executive Auto Allow	12	12		0%			0
President.	380	453	74	19%	1	1	0
601100-Academic Salary	37		(37)	-100%			
601827-Honorarium For Emp Sal Or Ben	6	4	(2)	-36%			
Instructional Faculty.	42	4	(39)	-92%			
601201-Mpp/Supervisory	618	381	(237)	-38%	4	3	(1)
Management & Supervisory.	618	381	(237)	-38%	4	3	(1)
601300-Support Staff Salary	307	243	(64)	-21%	4	3	(1)
601303-Student Assistant	10	10		-2%			
Support Staff.	317	253	(64)	-20%	4	3	(1)
<b>Salary &amp; Wages.</b>	<b>1,357</b>	<b>1,090</b>	<b>(267)</b>	<b>-20%</b>	<b>9</b>	<b>7</b>	<b>(2)</b>
Communications.	3	8	5	182%			
Travel.	101	71	(30)	-30%			
State Pro Rata Charges.							
Contractual Services.	221		(221)	-100%			
It Costs.	12	1	(11)	-93%			
Services From Other Fnds Agncy.	51	12	(39)	-77%			
Equipment.							
Misc Operating Expense.	223	173	(50)	-22%			
Direct Costs.							
Operating Expenses.	611	265	(347)	-57%			
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>611</b>	<b>265</b>	<b>(347)</b>	<b>-57%</b>			
<b>All Expenses.</b>	<b>1,969</b>	<b>1,355</b>	<b>(614)</b>	<b>-31%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(1,880)</b>	<b>(1,343)</b>	<b>537</b>	<b>-29%</b>			
Benefits.	642						
<b>Operating Income (Loss).</b>	<b>(2,522)</b>	<b>(1,343)</b>					

PRESIDENT'S ADMINISTRATION -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>President's Administration</b>			
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	1,249	1,395	1,357
Benefits	578	632	642
Operating Expenses	412	613	661
<b>485 - TF-CSU Operating Fund</b>	<b>\$2,239</b>	<b>\$2,640</b>	<b>\$2,660</b>
<b>President's Admin Total</b>	<b>\$2,239</b>	<b>\$2,640</b>	<b>\$2,660</b>

# ATHLETICS

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>							
601100-Academic Salary	1,142	1,304	161	14%	17	20	3
601833-Academic Salaries-Lump Sum Vac	70		(70)	-100%			
Instructional Faculty.	1,212	1,304	91	8%	17	20	3
601201-Mpp/Supervisory	55		(55)	-100%	1		(1)
Management & Supervisory.	55		(55)	-100%	1		(1)
601300-Support Staff Salary	87	145	58	67%	1	2	1
601834-Staff Salaries -Lump Sum Vac	1		(1)	-100%			
Support Staff.	88	145	57	65%	1	2	1
601836-Holiday Pays	3		(3)	-100%			
Other Salary.	3		(3)	-100%			
Salary & Wages.	1,359	1,448	90	7%	19	22	3
Communications.							
Travel.							
State Pro Rata Charges.							
Contractual Services.							
It Costs.							
Services From Other Fnds Agncy.							
Equipment.							
Misc Operating Expense.	35		(35)	-100%			
Direct Costs.							
Operating Expenses.	35		(35)	-100%			
Utilities.							
Risk Pool.							
Work Study.	45		(45)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>80</b>	<b>0</b>	<b>(80)</b>	<b>-100%</b>			
<b>All Expenses.</b>	<b>1,439</b>	<b>1,448</b>	<b>10</b>	<b>1%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(1,439)</b>	<b>(1,448)</b>	<b>(10)</b>	<b>1%</b>			
Benefits.	657						
<b>Operating Income (Loss).</b>	<b>(2,095)</b>	<b>(1,448)</b>					

ATHLETICS -THREE YEARS OF ACTUALS FY16-17 to FY18-19

<b>Athletics Program</b>			
	<b>2016-17 Actuals</b>	<b>2017-18 Actuals</b>	<b>2018-19 Actuals</b>
Salaries	1,119	1,339	1,359
Benefits	584	621	657
Operating Expenses			35
WorkStudy	30	33	45
<b>485 - TF-CSU Operating Fund</b>	<b>\$1,734</b>	<b>\$1,993</b>	<b>\$2,095</b>
Salaries & Benefits	3	6	3
Operating Expenses	205	153	61
<b>496 - TF-Miscellaneous Trust</b>	<b>\$208</b>	<b>\$159</b>	<b>\$64</b>
Salaries	593	668	692
Benefits	347	317	402
Operating Expenses	1,157	1,318	1,747
<b>463 - TF-Instructionally Related Activities</b>	<b>\$2,097</b>	<b>\$2,303</b>	<b>\$2,840</b>
<b>Athletics Program Total</b>	<b>\$4,038</b>	<b>\$4,454</b>	<b>\$5,000</b>

# UNIVERSITY ENTERPRISE

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>							
601201-Mpp/Supervisory	1,382	1,596	214	16%	11	12	1
Management & Supervisory.	1,382	1,596	214	16%	11	12	1
601300-Support Staff Salary	613	833	220	36%	9	12	3
601303-Student Assistant	10	20	10	94%			
601817-Industrial Disability Leave	20		(20)	-100%			
Support Staff.	643	853	210	33%	9	12	3
Salary & Wages.	<b>2,025</b>	<b>2,449</b>	<b>424</b>	<b>21%</b>	<b>20</b>	<b>24</b>	<b>4</b>
Communications.							
Travel.	20	24	4	22%			
State Pro Rata Charges.							
Contractual Services.	2	48	46	2537%			
It Costs.	26	30	4	15%			
Services From Other Fnds Agncy.	49	32	(18)	-36%			
Equipment.		1	1	334%			
Misc Operating Expense.	103	56	(46)	-45%			
Direct Costs.							
Operating Expenses.	199	191	(9)	-4%			
Utilities.							
Risk Pool.							
Work Study.	4		(4)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>203</b>	<b>191</b>	<b>(13)</b>	<b>-6%</b>			
<b>All Expenses.</b>	<b>2,228</b>	<b>2,640</b>	<b>412</b>	<b>18%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(2,228)</b>	<b>(2,640)</b>	<b>(412)</b>	<b>18%</b>			
Benefits.	1,095						
<b>Operating Income (Loss).</b>	<b>(3,323)</b>	<b>(2,640)</b>					

# CAPITAL PLAN DESIGN & CONSTRUCTION

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr
			Amount	Percent			
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
Total Revenues / Other Sources.							
601201-Mpp/Supervisory	1,161	1,376	214	18%	9	10	1
Management & Supervisory.	1,161	1,376	214	18%	9	10	1
601300-Support Staff Salary	538	750	211	39%	8	11	3
601303-Student Assistant	8	10	2	33%			
601817-Industrial Disability Leave	20		(20)	-100%			
Support Staff.	566	760	194	34%	8	11	3
Salary & Wages.	1,727	2,135	409	24%	17	21	4
Communications.							
Travel.	18	19	1	4%			
State Pro Rata Charges.							
Contractual Services.	2	48	46	2537%			
It Costs.	26	30	4	15%			
Services From Other Fnds Agncy.	48	30	(18)	-37%			
Equipment.		1	1	334%			
Misc Operating Expense.	87	43	(44)	-50%			
Direct Costs.							
Operating Expenses.	182	171	(11)	-6%			
Utilities.							
Risk Pool.							
Work Study.	2		(2)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
Total Operating Expenses	183	171	(12)	-7%			
All Expenses.	1,910	2,306	396	21%			
All Transfers In.							
All Transfers Out.							
Net Transfers.							
Operating Income (Loss). Excluding Benefits	(1,910)	(2,306)	(396)	21%			
Benefits.	917						
Operating Income (Loss).	(2,827)	(2,306)					

CAPITAL PLANNING DESIGN & CONSTRUCTION -THREE YEARS OF ACTUALS FY16-17 TO FY18-19

<b>Capital Planning Design &amp; Construction</b>			
	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
Salaries	951	1,648	1,856
Benefits	443	823	955
Operating Expenses	135	190	237
WorkStudy	0	5	2
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$1,530</b>	<b>\$2,667</b>	<b>\$3,050</b>
496 - TF-Miscellaneous Trust			
Operating Expenses		13	
<b>496 - TF-Miscellaneous Trust Total</b>		<b>\$13</b>	
<b>Capital Plan Design &amp; Construct Total</b>	<b>\$1,530</b>	<b>\$2,679</b>	<b>\$3,050</b>



# SUSTAINABILITY & ENERGY

## GENERAL FUND BUDGET

	Actual FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	2019/20 Original Budget change from 2018/19 Actuals		Actual FY 18-19 FTE	Original Budget FY 19-20 FTE	FTE Change from Prior Yr g = f-e
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>							
601201-Mpp/Supervisory	121	121	0	0%	1	1	0
Management & Supervisory.	121	121	0	0%	1	1	0
601300-Support Staff Salary	74	83	8	11%	1	1	0
601303-Student Assistant	3	10	7	259%			
Support Staff.	77	93	16	20%	1	1	(0)
Salary & Wages.	<b>198</b>	<b>214</b>	<b>16</b>	<b>8%</b>	<b>2</b>	<b>2</b>	<b>(0)</b>
Communications.							
Travel.	1	5	4	250%			
State Pro Rata Charges.							
Contractual Services.							
It Costs.							
Services From Other Fnds Agncy.	1	2	0	26%			
Equipment.							
Misc Operating Expense.	15	13	(2)	-14%			
Direct Costs.							
Operating Expenses.	18	20	2	10%			
Utilities.							
Risk Pool.							
Work Study.	2		(2)	-100%			
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>	<b>20</b>	<b>20</b>	<b>(0)</b>	<b>-1%</b>			
<b>All Expenses.</b>	<b>218</b>	<b>233</b>	<b>15</b>	<b>7%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(218)</b>	<b>(233)</b>	<b>(15)</b>	<b>7%</b>			
Benefits.	118						
<b>Operating Income (Loss).</b>	<b>(336)</b>	<b>(233)</b>					

SUSTAINABILITY & ENERGY -THREE YEARS OF ACTUALS FY16-17 TO FY18-19

<b>Sustainability &amp; Energy</b>			
	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
<b>Salaries</b>	108	160	198
Benefits	59	98	118
Operating Expenses	13	16	21
WorkStudy	3	1	2
<b>485 - TF-CSU Operating Fund Total</b>	<b>\$183</b>	<b>\$275</b>	<b>\$339</b>
Operating Expenses	\$6	\$8	
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$6</b>	<b>\$8</b>	
<b>Sustainability &amp; Energy Total</b>	<b>\$189</b>	<b>\$283</b>	<b>\$339</b>

# DOWNTOWN CAMPUS GENERAL FUND BUDGET

	Actual	Original Budget	2019/20 Original Budget change from 2018/19		Actual	Original Budget	FTE
	FY 18-19 YearTotal	FY 19-20 YearTotal	Amount	Percent	FY 18-19 FTE	FY 19-20 FTE	Change from Prior Yr
in thousands	a	b	c = b-a	d = c/a	e	f	g = f-e
<b>Total Revenues / Other Sources.</b>							
601201-Mpp/Supervisory	100	100	0	0%	1	1	0
Management & Supervisory.	100	100	0	0%	1	1	0
Salary & Wages.	<b>100</b>	<b>100</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>1</b>	<b>0</b>
Communications.							
Travel.							
State Pro Rata Charges.							
Contractual Services.							
It Costs.							
Services From Other Fnds Agency.							
Equipment.							
Misc Operating Expense.							
Direct Costs.							
Operating Expenses.							
Utilities.							
Risk Pool.							
Work Study.							
Total Financial Aid.							
660809-Carry-Forward: Other Expenses							
<b>Total Operating Expenses</b>							
<b>All Expenses.</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0%</b>			
All Transfers In.							
All Transfers Out.							
<b>Net Transfers.</b>							
<b>Operating Income (Loss). Excluding Benefits</b>	<b>(100)</b>	<b>(100)</b>	<b>0</b>	<b>0%</b>			
Benefits.	60						
<b>Operating Income (Loss).</b>	<b>(160)</b>	<b>(100)</b>					

DOWNTOWN CAMPUS -THREE YEARS OF ACTUALS FY16-17 TO FY18-19

<b>Downtown Campus</b>			
	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>
<b>Salaries</b>		14	100
Benefits		11	60
<b>485 - TF-CSU Operating Fund Total</b>		<b>\$25</b>	<b>\$160</b>
Operating Expenses		414	1,519
<b>496 - TF-Miscellaneous Trust Total</b>		<b>\$414</b>	<b>\$1,519</b>
<b>Downtown Campus Total</b>		<b>\$439</b>	<b>\$1,680</b>

## AUXILIARY AND SELF SUPPORT UNITS<sup>31</sup>

### ATHLETICS

#### **FY19-20 Budget – Storyline**

##### **Outline:**

The Department of Athletics at San Francisco State University is an integral part of the total university curricular experience. The program operates within the mission of the University. In addition, the department will strive to collaborate with the entire University community to fulfil the five core University values of the strategic plan; Courage, Life of the Mind, Equity, Community and Resilience.

Department of Athletics Current Mission Statement:

“The mission of the Athletic Department at San Francisco State University is to provide a broad-based NCAA Division II intercollegiate athletics program that fosters the physical, intellectual, social and emotional development of a diverse and highly skilled group of student-athletes. Intercollegiate athletics are an important part of the heritage and vitality of the University and provide an opportunity for students-faculty, staff, alumni and friends to share experiences, and by doing so, enhance the cohesiveness of campus life. SF State offers 12 NCAA sports.”

The goal this year is to implement a transparent budget plan for 2018-2019 that will provide a foundation for sustainability, security and success for the Department of Athletics. As the department continues to improve throughout our endeavors to enhance the overall experience for Gator student-athletes, the entire University community will benefit. The expectations of succeeding in competition and in the classroom are being met and continue to improve. In addition, minor and capital projects will be implemented to create a safe and welcoming environment. In addition, the Department of Athletics will strive to:

- Provide students the opportunity to earn a degree and pursue their education and career goals.
- Provide students with the opportunity to experience intellectual, emotional, and ethical growth in values gained from participation in athletics.
- Provide access to excellent athletic instruction, leadership and facilities.
- Provide members of a diverse student body the opportunity to participate in a range of sport activities.
- Provide gender equity in the numbers of participants, opportunities to participate, and support for facilities, equipment, travel and scholarships.
- Provide students with the opportunity to experience and develop team spirit that results from participation in athletics.
- Compete at the Division II NCAA Scholarship levels.

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<sup>31</sup> All Self-Supported operations and auxiliaries business plan reports are in thousands  
Storyline and Business Plans provided by the respective Self-Supported Operation

- Provide students the opportunity to participate at the highest level of athletic competition based upon the resources and facilities of a state assisted university.
- Provide resource equity of opportunity for students to experience success.
- Provide students, faculty, staff alumni and friends the opportunity to share in the common experience of pride, vitality, and cohesiveness that result from a first rate athletics program.

#### **Strategic Initiative Funding: (2<sup>nd</sup> floor renovation would begin in FY19/20)**

The Athletic Director will continue to work with Development to create and implement a fundraising plan to sustain and improve student-athlete scholarships, department operations, coaches and staff salaries, and capital projects. Capital planning for the renovation of coach's offices and student-athlete study center were postponed from 2017-2018 to this 2018-2019 year (projected for June 2019). Track and Field renovation has also been postponed, and is now projected to begin in 2018-2019 to be completed in fall of 2019.

#### **Revenue Assumptions:**

The department's main source of fund is coming from the student mandatory fee (IRA). Currently, there is no change in rate for fall and spring semester standing at \$58 per semester. The revenue assumption is based on fall and spring enrollment projection.

Semester	FY19-20 Projection	FY20-21 Projection	FY21-22 Projection	FY22-23 Projection	FY23-24 Projection
Fall	\$ 1,724,804	\$ 1,742,052	\$ 1,759,473	\$ 1,777,067	\$ 1,794,838
Spring	\$ 1,607,702	\$ 1,623,779	\$ 1,640,017	\$ 1,656,417	\$ 1,672,981
Gross Revenue	\$ 3,332,506	\$ 3,365,831	\$ 3,399,489	\$ 3,433,484	\$ 3,467,819
Waiver (7%)	(233,275)	(235,608)	(237,964)	(240,344)	(242,747)
Net estimated revenue	\$ 3,099,231	\$ 3,130,223	\$ 3,161,525	\$ 3,193,140	\$ 3,225,072

**Notes:** FY19-20 is based on CO target FTE (24,219) with AUL from the average of rolling semesters at 4th week census (FA17&FA18, SP17&SP18). FY20-21 onward is projected at 1% growth. Waiver was at 7% for conservative estimate

#### **Fees:**

All fees will remain the same for 2019-2020. Evaluations will be made to assess if adjustments will need to be made in the future.

#### **Scholarship:**

The scholarship commitment for FY19/20 is estimated to be \$760k where the majority of the funding source coming from the donors, departments teams fundraising activities, interests income generated from collected student fees, sponsorships, etc.

#### **Personnel Planning:**

The department would increase its headcounts by hiring additional assistant athletics trainer to accommodate the students athletes resulted from Men's Track & Fields program being added in FY19-20. Also,

with the changes in Athletic Trainer certification curriculum, there is a lack of availability to hire graduate assistants. In addition, there will be slight changes in organizational structure by reclassification of current vacant position – athletic travel coordinator – to be full time position to maximize student-athlete support and ensure student-athlete welfare, equity, and safety. The additional assistant trainer and the change-to-fulltime position will be funded through fee-based revenue. Furthermore, the division plans to move the assisting coaches from 0.7 FTE to full-time (1.0 FTE) position as a strategic move for employee retention, equity adjustment, and turnover reduction, and to maximize the professional growth.

**Comprehensive Financial Position:**

The comprehensive financial position is performed well toward year-end. Especially, FY18-19 is a positive year for all the sports programs where they are all advanced to the postseason, which resulted substantial spending in travel categories toward team travels. The division's financials is forecasted to end the year with deficit, estimated at \$420K. The deficit is made up from the open commitments for the GYM 2<sup>nd</sup> floor improvement for coach offices and academic center, benefit increase, and postseason travel spending. The deficit would be covered by the Athletics' operating reserve.

*Source: Athletics*

## ATHLETICS BUSINESS PLAN REPORT<sup>32</sup>

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19 Actuals	
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	\$1,734	\$1,965	\$1,800	\$0		\$1,372	\$1,372	\$1,372	\$1,372	\$0	-
501102-I.R.A. Fee	3,144	3,192	3,055	3,222	3,099	3,130	3,162	3,193	3,225	-123	-4%
501400-Allowancedoubtfulhigherrednfes	-5	-11	0	-36	0	0	0	0	0	36	-100%
503401-Contribution	583	637	0	511		516	516	516	516	-511	-100%
504012-Ticket Sales	22	20	0	22	0	0	0	0	0	-22	-100%
504013-Concessions	3	0	0	0	0	0	0	0	0	0	-
508001-Interest-Rmp	14	30	0	42		42	42	42	42	-42	-100%
580001-Rental Of State Property	11	44	0	57		50	50	50	50	-57	-100%
580021-Sales & Services Of Educationa	0	0	0	60	0	0	0	0	0	-60	-100%
580090-Misc Revenue	145	135	0	50		152	152	152	152	-50	-100%
580093-Other Non-Operating Revenue	0	0	0	1	0	0	0	0	0	-1	-100%
580194-Cost Recovery From Other Csu F	0	6	0	0	0	0	0	0	0	0	-100%
580410-Allowdoubtfultheropnrevenes	-1	0	0	0	0	0	0	0	0	0	-
590001-Py Revenue Adj	0	1	0	11	0	0	0	0	0	-11	-100%
Revenue	3,916	4,054	3,055	3,941	3,099	3,890	3,922	3,953	3,985	-842	-21%
Cost Recovery	7	0	0	1	0	0	0	0	0	-1	-100%
<b>Total Revenues / Other Sources.</b>	<b>\$5,657</b>	<b>\$6,019</b>	<b>\$4,855</b>	<b>\$3,941</b>	<b>\$3,099</b>	<b>\$5,263</b>	<b>\$5,294</b>	<b>\$5,325</b>	<b>\$5,357</b>	<b>-\$842</b>	<b>-21%</b>
Instructional Faculty	1,120	1,223	1,193	1,222	1,304	1,304	1,304	1,304	1,304	81	7%
Management & Supervisory	135	205	192	260	210	292	292	292	292	-50	-19%
Support Staff	460	585	628	571	724	641	641	641	641	152	27%
<b>Salary &amp; Wages.</b>	<b>1,715</b>	<b>2,012</b>	<b>2,013</b>	<b>2,054</b>	<b>2,237</b>	<b>2,237</b>	<b>2,237</b>	<b>2,237</b>	<b>2,237</b>	<b>183</b>	<b>9%</b>
Benefits.	931	938	800	1,058	473	473	473	473	473	-585	-55%
Communications.	8	8	1	1	1	1	1	1	1	0	0%
Travel.	665	675	762	929	1,133	1,133	1,133	1,133	1,133	204	22%
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	137	160	147	127	193	140	140	160	140	66	52%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	20	25	62	60	22	22	22	22	22	-37	-63%
Services From Other Fnds Agency.	0	7	134	156	228	228	228	228	228	72	46%
Equipment.	18	49	0	7	0	0	0	0	0	-7	-100%
Misc Operating Expense.	502	505	493	554	496	496	497	497	497	-58	-11%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>1,349</b>	<b>1,429</b>	<b>1,598</b>	<b>1,833</b>	<b>2,073</b>	<b>2,021</b>	<b>2,021</b>	<b>2,041</b>	<b>2,022</b>	<b>240</b>	<b>13%</b>
Utilities.	0	0	0	0	0	0	0	0	0	0	-
Risk Pool.	13	13	15	14	15	15	15	15	15	1	7%
Work Study.	30	33	43	45		50	50	50	50	-45	-100%
Financial Aid.	606	726	0	749	760	760	760	760	760	11	2%
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	606	726	0	774	0	760	760	760	760	-774	-100%
660809-Carry-Forward: Other Expenses	0	0	1,768	0	-250	-167	-136	-125	-73	-250	-
<b>All Expenses.</b>	<b>\$4,644</b>	<b>\$5,152</b>	<b>\$6,237</b>	<b>\$5,778</b>	<b>\$4,548</b>	<b>\$5,388</b>	<b>\$5,420</b>	<b>\$5,451</b>	<b>\$5,483</b>	<b>-\$1,230</b>	<b>-21%</b>
All Transfers In.	409	129	0	321	0	0	0	0	0	-321	-100%
All Transfers Out.	39	132	443	600	0	0	0	0	0	-600	-100%
Net Transfers.	370	-3	-443	-279	0	0	0	0	0	\$279	-100%
<b>Operating Income (Loss).</b>	<b>\$1,382</b>	<b>\$864</b>	<b>-\$1,825</b>	<b>-\$2,115</b>	<b>-\$1,448</b>	<b>-\$126</b>	<b>-\$126</b>	<b>-\$126</b>	<b>-\$126</b>	<b>\$667</b>	<b>-32%</b>
<b>Ending Fund Balance</b>	<b>\$1,117</b>	<b>\$1,981</b>		<b>-\$134</b>							

Includes: TA650, TR040, TT050-64, US002-004, 006-009, 011-013, 015-017, 172 and NG001

<sup>32</sup> Includes: TA650, TR040, TT050-64, US002-004, 006-009, 011-013, 015-017, 172 and NG001



## STUDENT HEALTH CENTER

### **FY19-20 Budget – Storyline**

#### **Outline:**

Health Promotion & Wellness (HPW), Counseling & Psychological Services (CAPS), and Student Health Services (SHS) exist to provide comprehensive, best practice responses for SF State students' basic needs, health care, and well-being. These units provide services through a variety of modes and contexts including: outreach and training, evidence-based interventions and programming, workshops, online resources and social media campaigns, group and individual therapy, primary care exams and treatments, and consultative campus support and action. In support of SF State's Graduation Initiatives, these three self-support units engage students to foster resilience, wellness self-agency, and the capacity to thrive. All three units are funded by the Mandatory Student Health Service Fee (SHSF).

#### **Examples of organizational development, student services enhancement, and constraints**

- HPW continues to extend the benefits of a restructuring of prevention and health education efforts into a single unit. Through health initiatives and programming, HPW partners with on- and off-campus partners to achieve health equity and enhanced academic, personal, and professional success among SF State students. Areas of focus include: alcohol, tobacco and other drugs; mental health; nutrition; men's health, sexual health; and sexual violence prevention. HPW continues to coordinate SF State's implementation of the California Hunger Free Campus work (i.e., SB 85) and to administer the associated SB 85 grant. The campus Basic Needs Committee has been established and advises the newly created position of Assistant Director for Basic Needs Initiatives in carrying out the funded work to enhance student food and housing security.
- CAPS has initiated a significant shift in their service delivery model – moving from a focus on individual therapy to a focus on group therapy and strengths-based drop-in services. Such efforts are partly in response to the ever-increasing need and demand for student mental health services. Further, students and the campus continue to benefit from the addition of two mental health case manager positions – one in CAPS and one in SHS. The case managers provide triage and crisis response, as well as facilitate warm-handoffs of student clients to long-term mental health community-based programs and services.
- SHS, in close partnership with ITS, continues to evaluate the benefits and direction of the HIPAA compliant hosted solution (i.e., Student Health Information Management System). SHS is continuing to maintain a community services relationship with the San Francisco Department of Public Health to provide no-cost STI and HIV screening for students

not otherwise eligible for Family Pact services. SHS is also enacting a more effective Patient Management system to make better use of staff resources and increase appointment availability and capacity for students.

- Due to the intentional efforts indicated above and more, in FY 2018-19, HPW achieved about 22,500 student contacts, CAPS 3,000, and SHS 24,750.

Despite reaching thousands of San Francisco State students in 2018-19, the overall potential of these units has been constrained, in part due to significant staffing changes and challenges for each of these units and increasingly inadequate facility, furniture, and IT/equipment resources. These units have struggled, albeit with some recent successes, to address persistent and costly efforts to hire qualified professionals for vacancies in all three departments. Despite considerable time and creative energy, recruitments have often been prolonged or fail due to complicated recruitment processes and compensation offers far below local market levels. These challenges undermine SF State's ability to meet Graduation Initiative goals, reduce the quality of student services, lessen the impact of staff contributions, sap goodwill, weaken retention of committed staff, and increase risk for the university.

#### **Revenue Assumptions:**

The SHSF Fund receives less than 10% of overall revenue from the Family Pact (Medi-Cal) program and SHS Pharmacy services. This is less than half of what was realized from those services 6 to 7 years ago. These two sources both have seen increasingly restrictive reimbursement models put in place. As this trend continues, the percent contribution will continue to drop over the next few years. Current multiyear projections assume a \$50K/year reduction in revenue from these sources.

Over 90% of revenue is derived from mandatory student fees. Revenue projections for these is straightforward: derived from the product of headcount multiplied by the current fee, collected during the Fall, Spring, and Summer terms. Over the last 20 years, strategic planning for these units has been hampered for lacking a nimble business model and pragmatic approaches to financial planning, which would build in incremental increases in a strategic manner. The two-decade old funding model is unsustainable. To realize more fiscally-sound alignment between revenue and costs, many CSU campuses have, years ago, incorporated cost-indexing. This important tool has been requested for SF State SHSF Funded units starting in Fall 2020.

Current projections indicate the 2018-19 end-of-year and the 2019-20 end-of-year will end with combined deficits of about \$3.2M. Fortunately, these will be offset by reserves. The remaining reserves of almost \$2M will be insufficient to cover the currently projected 2020-21 end-of-year

deficit of \$2.6M. Subsequent years are projected to add ever increasing annual amounts to a University deficit, with no available reserves left to cover, and Family Pact, Pharmacy, and Facility revenues will be entirely insufficient to address this uncovered deficit. At this point it fully depends on fee increases requested via a currently underway alternative consultation process to cover existing (and expanded) staffing/service/program needs. Planned increases in 2020 (\$75), 2021 (\$10), 2022 (\$5) and 2023 (\$5) and the incorporation of a healthcare industry annual index are projected to fully meet projected deficits and allow for additional staffing and facility development.

As indicated in documents submitted for the alternative consultation process, the revenue assumptions for requested fee increases assume for each year of the multiyear projection a headcount total of 57,000; \$425,000 in summer fee revenue; a 4.5% index rate (starting on existing fees in 2020-21); salary costs increasing 3%; no contributed GSI; fees rounded to nearest \$.50; most O&E costs increasing at 2%, except for SHS O&E, which is projected at 4%.

### **Personnel Planning:**

Utilization analysis clearly shows that there is already more student demand for well-being programs and basic needs services than is being met by current staffing levels. On top of this gap, student needs in each of these areas are increasing each year. This unmet professional response raises risk for San Francisco State due to insufficient resources to anticipate and address macro- and micro-aggressions. It reduces community well-being, making it more difficult, for example, to meet indicated Graduation Initiatives. The in process alternative consultation represents a concerted effort to respond to these increased program and service needs.

### **Comprehensive Financial Position:**

#### **OPERATIONS**

As shared above, current documents indicate a \$1M+ end-of-year deficit for FY 2018, an additional \$2.2M+ end-of-year deficit for FY 2019 (both covered by existing reserves), and then a larger FY 2020 end-of-year deficit overwhelming the remaining reserves. The directors of the three units and pertinent senior campus leadership have responded to this situation by pursuing a presidentially approved alternative consultation process to engage the student body in considering a fee increase. With the proposed fee increases having been recommended by the Student Fee Advisory Committee for the President to approve, this is the remaining step before SAEM can know which financial projection to use for strategic planning.

#### **FACILITY**

The current Student Health Center is more than 40 years old; near or beyond its useful life; not meeting expected safety, security, or confidentiality standards; and on a location desired by the campus for academic facilities. The CAPS team is out of space and the HPW team does not have dedicated permanent space. In addition, the lack of co-location of the three units hinders development and delivery of best practice student support and services. Comprehensive facility programming involves three aspects: Operation, Maintenance & Repair, and Capital Investment. The current \$3/term Health Facilities Fee (for the last 25 years) does not sufficiently meet any ONE of these areas, let alone all three. In the current situation, operation funds are being used to meet facility needs. For these many reasons, the ongoing alternative consultation, as indicated above, has also proposed a fee increase and index initiation for the Health Facilities Fee.

## STUDENT HEALTH CENTER BUSINESS PLAN REPORT<sup>33</sup>

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	Planned FY 20-21 YearTotal	Planned FY 21-22 YearTotal	Planned FY 22-23 YearTotal	Planned FY 23-24 YearTotal	2019/20 Original Budget change from 2018/19 Actuals	
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	\$0	-\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-100%
501005-Student Health Fee	8,976	9,101	9,028	9,197	9,374	9,374	9,374	9,374	9,374	177	2%
501112-St Suppor Admin Fee/Facilities	8	10	10	12	12	9	9	9	9	0	3%
501400-Allowancedoubtfulhigherednfees	-15	-31	43	-90	-90	0	0	0	0	0	0%
504007-Facility Fee	165	167	164	168	171	171	171	171	171	3	2%
504401-Allowdoubtfulhealthfeecampus	0	0	-1	-2	-2	0	0	0	0	0	-5%
508001-Interest-Rmp	77	97	97	130	127	125	125	125	125	-3	-2%
580020-Sales And Serv Educ Act	0	0	0	0	0	0	0	0	0	0	-100%
580090-Misc Revenue	1,430	1,268	980	1,189	1,029	1,025	1,025	1,025	1,025	-161	-14%
580093-Other Non-Operating Revenue	1	4	4	3	0	0	0	0	0	-3	-100%
580194-Cost Recovery From Other Csu F	0	1	0	0	0	0	0	0	0	0	-
580410-Allowdoubtfulotheropnrevenes	-4	-3	-3	-1	0	0	0	0	0	1	-100%
590001-Py Revenue Adj	0	0	0	32	0	0	0	0	0	-32	-100%
Revenue	10,640	10,614	10,322	10,639	10,621	10,704	10,704	10,704	10,704	-18	0%
Cost Recovery	0	0	0	0	0	0	0	0	0	0	-
<b>Total Revenues / Other Sources.</b>	<b>\$10,640</b>	<b>\$10,613</b>	<b>\$10,322</b>	<b>\$10,639</b>	<b>\$10,621</b>	<b>\$10,704</b>	<b>\$10,704</b>	<b>\$10,704</b>	<b>\$10,704</b>	<b>-\$18</b>	<b>0%</b>
Instructional Faculty	656	738	1,078	911	1,047	1,065	1,104	1,137	1,171	136	15%
Department Chair	0	0	0	0	0	0	0	0	0	0	-
Management & Supervisory	563	541	896	823	1,005	876	903	930	958	181	22%
Support Staff	4,214	3,998	4,744	4,144	4,488	4,986	5,134	5,286	5,444	343	8%
<b>Salary &amp; Wages.</b>	<b>5,433</b>	<b>5,278</b>	<b>6,718</b>	<b>5,878</b>	<b>6,540</b>	<b>6,927</b>	<b>7,140</b>	<b>7,353</b>	<b>7,572</b>	<b>661</b>	<b>11%</b>
<b>Benefits.</b>	<b>2,770</b>	<b>2,674</b>	<b>3,451</b>	<b>2,988</b>	<b>3,494</b>	<b>3,774</b>	<b>3,849</b>	<b>3,926</b>	<b>4,004</b>	<b>506</b>	<b>17%</b>
Communications.	29	32	31	0	0	0	0	0	0	0	-
Travel.	7	11	17	25	25	26	27	27	28	1	3%
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	11	14	18	15	18	19	19	19	20	3	23%
Contractual Services.	292	442	516	335	164	165	167	170	174	-171	-51%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	125	252	252	218	255	155	105	105	106	37	17%
Services From Other Fnds Agncy.	0	1	510	753	780	796	812	828	844	27	4%
Equipment.	16	70	60	2	6	0	0	0	0	5	262%
Misc Operating Expense.	1,508	1,441	1,756	1,243	1,385	1,429	1,475	1,528	1,576	142	11%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
Operating Expenses.	1,988	2,262	3,160	2,591	2,634	2,590	2,605	2,678	2,747	44	2%
Utilities.	54	38	42	0	0	0	0	0	0	0	-
Risk Pool.	99	112	120	120	122	123	124	126	127	2	2%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	1,959	0	-2,169	0	0	0	0	-2,169	-
<b>All Expenses.</b>	<b>\$10,343</b>	<b>\$10,363</b>	<b>\$15,449</b>	<b>\$11,576</b>	<b>\$10,621</b>	<b>\$13,413</b>	<b>\$13,718</b>	<b>\$14,083</b>	<b>\$14,451</b>	<b>-\$2,638</b>	<b>-17%</b>
All Transfers In.	473	148	13	249	0	0	0	0	0	-249	-100%
All Transfers Out.	343	568	0	127	0	0	0	0	0	-127	-100%
<b>Net Transfers.</b>	<b>\$130</b>	<b>-\$420</b>	<b>\$13</b>	<b>\$122</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$109</b>	<b>846%</b>
<b>Operating Income (Loss).</b>	<b>\$427</b>	<b>-\$170</b>	<b>-\$5,114</b>	<b>-\$816</b>	<b>\$0</b>	<b>-\$2,709</b>	<b>-\$3,014</b>	<b>-\$3,379</b>	<b>-\$3,747</b>	<b>\$816</b>	<b>-100%</b>
<b>Ending Fund Balance</b>	<b>\$5,383</b>	<b>\$5,217</b>		<b>\$4,401</b>							

<sup>33</sup> Student Health includes (TH100, TH201, TH202, TH302, TH303, TH304, TH305, TR640, TR641, TT543)

## CHILDREN'S CAMPUS

### **FY19-20 Budget – Storyline**

#### **Outline:**

Children's Campus: A Center for Early Care, Education, Professional Development, and Research expands and builds on more than 25 years of excellence in teacher training, academic enrichment, scholarship, and collaboration that was initiated by SF State's Child Study Center. Children's Campus is a laboratory school that follows a model of experiential education based on the original Laboratory School run by John Dewey at the University of Chicago. Lab Schools support the training of both undergraduate and graduate students through internships, completing on-site observations, classroom participation, and research. The site is equipped with video cameras, an audio system and one-way mirrors to allow students to complete observations of children and high quality teaching related to their coursework.

Over the past five years, an average of 443 SF State students spent an average of 6,119 hours at the center each year. For every full-time equivalent child enrolled at Children's Campus, the center touches 6.5 SF State students and contributes 90 hours towards their educational success.

In addition to supporting the academic success of these students, Children's Campus hires 30-40 students to work at the center as teacher assistants and substitutes. Most of these students are studying Child and Adolescent Development, Consumer Family Studies, or Elementary Education with an emphasis in Early Childhood Education.

Children's Campus is a licensed childcare center and operates under regulations issued by the California Department of Social Services Community Care Licensing Division. These regulations include requirements on classroom staffing levels, staff qualifications, and health and safety measures.

#### **Revenue Assumptions:**

Children's Campus generates revenue from tuition the families pay to receive care for their child. Following the industry standard practice, we set our new rates in December for the upcoming year when we re-enroll families for the upcoming school year.

After the completion of a market survey of comparable full day, high quality programs in San Francisco and the South Bay we recommended a tuition increase of 4% for infants and 3% for toddlers and preschool spaces. According to the market survey, Children's Campus falls in the

middle when looking at tuition costs across comparable centers. Historically, Children’s Campus has increased tuition by 3-5% every year since its founding. Below is a summary of the market survey results:

- Children’s Campus group size is generally smaller than other programs.
- Children’s Campus adult-to-child ratios is generally equal or less than other programs (when factoring in the student interns, the ratios are always lower).
- Children’s Campus full time staff qualifications are generally higher than other programs.
- Children’s Campus tuition is lower than many comparable programs that are full day and serve a similar professional population.
- Most schools raise their tuition by 3-5% each year. Of the 10 schools, we surveyed the increases from 2016-2017 to 2017-2018 ranged from 0-12% with an average of 4.7%.

The new rates were presented to the Children’s Campus’ Advisory Council at their regular meeting held on February 4, 2019. During the meeting, the Council unanimously endorsed this proposal, resulting in a recommendation to increase tuition by 4% for infants and 3% for toddlers and preschool spaces. This increase applies to all families, i.e. SF State affiliated and community families. In April 2019, Dr. Hong and Jeff Wilson approved our memo requesting to increase the tuition by 4% for infant spaces and 3% for toddler and preschool spaces. The tuition rates are below.

Children’s Campus remains an excellent value. Its quality measures, such as small group size and teacher qualifications, exceed most programs in the community. The center has scored very high in past years by outside assessors on the two main measures of program quality – Environmental Rating Scales and the Classroom Assessment Scoring System.

In 2018-2019, Children’s Campus received funding from the city called Preschool for All, which allows us to give a discount to families on their tuition, which is in turn, is subsidized by the city. The funding is variable from year to year based on the availability of funding, the number of children who qualify for the program and the families’ interest in participating. We hope to continue to receive the funding in the upcoming fiscal year but we are still waiting for written approval from the city of San Francisco’s Office of Early Care and Education.

## FEES

Monthly Tuition Schedule			
SF State Affiliated		Non SF State Community	
Preschool		Preschool	
Full Week Schedule	\$1,934	Full Week Schedule	\$1,994
Toddler			
Full Week Schedule	\$2,396	Full Week Schedule	\$2,470
Infant		Infant	
Full Week Schedule	\$2,419	Full Week Schedule	\$2,494

<b>Fees Schedule</b>	
Annual Registration Fee	\$200
Wait List Fee	\$75
Schedule Change Fee	\$25
Late Payment Fee	\$ 35
Drop In Daily Rate	\$115
Late Pick-Up Fee	\$10 for the first 5 minutes after closing (5:30-5:35) \$2 each minute thereafter

### **Personnel Planning:**

Children's Campus is currently staffed with 12 full time temporary teachers who are appointed on a yearly basis. In addition, we have one Administrative Support Coordinator and two MPP's who serve as the Director and Assistant Director. We do not anticipate adding additional full time employees at this time.

### **Comprehensive Financial Position:**

Children's Campus expects to close this year with an end balance of \$200,000. This is due in part because of savings due to not being fully staffed for much of the year which resulted in salary and benefits savings. We also surpassed our enrollment targets which provided additional income. Children's Campus expects to end each year with savings to continue to build our reserve. Our reserve is an essential piece to sustain Children's Campus into the future. The reserve is earmarked for capital improvements, low enrollment years, deferred maintenance and program improvements. Some of the projects that have been identified are: increased security, update audio and video equipment, replacing pocket doors, replace interior flooring and classroom storage.



## CHILDREN'S CAMPUS BUSINESS PLAN REPORT<sup>34</sup>

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19	
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
503401-Contribution	0	0	0	2	0	0	0	0	0	-2	-100%
504090-Sales And Serv Aux Fac-Othr	1,588	1,668	1,612	1,703	1,650	1,678	1,744	1,796	1,849	-53	-3%
580090-Misc Revenue	16	92	90	0	0	0	0	0	0	0	-
580410-Allowdoubtfultheropnrevenes	0	-3	0	0	0	0	0	0	0	0	-100%
Revenue	1,604	1,757	1,702	1,705	1,650	1,678	1,744	1,796	1,849	-55	-3%
Cost Recovery	0	0	0	0	0	0	0	0	0	0	-100%
<b>Total Revenues / Other Sources.</b>	<b>\$1,604</b>	<b>\$1,757</b>	<b>\$1,702</b>	<b>\$1,705</b>	<b>\$1,650</b>	<b>\$1,678</b>	<b>\$1,744</b>	<b>\$1,796</b>	<b>\$1,849</b>	<b>-\$56</b>	<b>-3%</b>
Instructional Faculty	1	3	0	0	0	0	0	0	0	0	-
Management & Supervisory	109	152	165	179	176	181	186	192	198	-3	-2%
Support Staff	779	728	825	760	875	900	927	950	983	115	15%
<b>Salary &amp; Wages.</b>	<b>888</b>	<b>882</b>	<b>990</b>	<b>939</b>	<b>1,051</b>	<b>1,081</b>	<b>1,113</b>	<b>1,142</b>	<b>1,181</b>	<b>112</b>	<b>12%</b>
0	0	0	0	0	0	0	0	0	0	0	-
Benefits.	370	350	383	366	439	452	465	479	494	73	20%
Communications.	3	3	3	0	0	0	0	0	0	0	-
Travel.	0	0	0	0	0	0	0	0	0	0	-
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	8	1	17	0	4	4	4	4	4	4	7043%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	2	0	14	0	9	6	6	6	7	9	7332%
Services From Other Fnds Agncy.	0	82	90	91	91	99	101	103	105	0	0%
Equipment.	0	0	0	0	0	0	0	0	0	0	-
Misc Operating Expense.	153	70	91	80	88	91	93	95	98	9	11%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>166</b>	<b>156</b>	<b>216</b>	<b>171</b>	<b>193</b>	<b>200</b>	<b>204</b>	<b>209</b>	<b>213</b>	<b>22</b>	<b>13%</b>
Utilities.	2	1	2	2	2	2	2	2	2	0	-5%
Risk Pool.	16	17	17	17	18	18	19	19	19	1	5%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	939	0	-52	0	0	0	0	-52	-
<b>All Expenses.</b>	<b>1,442</b>	<b>1,406</b>	<b>2,547</b>	<b>1,494</b>	<b>1,650</b>	<b>1,753</b>	<b>1,804</b>	<b>1,852</b>	<b>1,910</b>	<b>155</b>	<b>10%</b>
All Transfers In.	0	0	81	0	0	0	0	0	0	0	-
All Transfers Out.	0	0	81	0	0	0	0	0	0	0	-
Net Transfers.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Income (Loss).</b>	<b>\$162</b>	<b>\$351</b>	<b>-\$845</b>	<b>\$211</b>	<b>\$0</b>	<b>-\$74</b>	<b>-\$60</b>	<b>-\$56</b>	<b>-\$61</b>	<b>-\$211</b>	<b>-100%</b>
<b>Ending Fund Balance</b>	<b>\$510</b>	<b>\$845</b>		<b>\$1,056</b>							

<sup>34</sup> Children's Campus; TR153, TR154 and Dept. 8117

## PARKING AND TRANSPORTATION

### **FY19-20 Budget – Storyline**

#### **Outline:**

Parking & Transportation is a self-support unit, under the Division of Campus Safety, which provides parking and transportation programs to all our faculty, staff and students who commute to and from campus. The department supports about 33,000 of combined staff, faculty, and students by providing reasonable parking rates and offering transit options for those who commute to campus through programs and services such as free Shuttle to/from Daly City Bart station and campus, commuter check, RideMatch, and Zipcar in support of the campus' transportation initiative and to promote sustainable transportation which help reduce traffic congestion and greenhouse gas emissions.

87.58% of Parking & Transportation's revenue comes from the sale of parking permits, either from daily, monthly, semester, annual or special events. On a daily basis, an average of 2,250 daily permit transactions are being purchased from permit machines and about 2,151 of permit sales sold annually to faculty/staff, auxiliary, student and resident students who park in all campus lots. The remaining 12.42% of revenue comes from parking enforcement and shuttle rental fees for special events from various groups and departments on campus.

#### **Revenue Assumptions:**

Since Parking & Transportation's revenue depends heavily on the permit sales, interest earned from investment, shuttle rentals and citations issued and paid, Parking's overall revenue fluctuates on an annual basis. From FY17/18 to FY18/19, the actual revenue projected by end of the year increased from 0.23% to 3.88% due to a steady increase in payroll deduction sign ups, student semester permit purchases, and permit fee increase completed for Unit 8 employees.

For FY19/20, since there is a freeze in parking fee increase in most bargaining contracts, any increase in revenue will come from increase in parking permit sales, revenue received from the implementation of virtual permit (since this can eliminate the use of counterfeit permits), and shuttle rental for special events on or off campus. At this time there is no plan to recharge for any services provided to the campus community outside of special event security staffing request.

#### **Personnel Planning:**

Parking & Transportation is currently staffed with 7 full time employees that have permanent status and 1 full time vacancy that is planned to be filled by July 1<sup>st</sup>, 2019. In addition, Parking pays for 1 full time staff's salary and benefits that is currently employed under Fiscal Affairs department. Parking will continue to work with BAO to eliminate the direct funding for the Fiscal Affairs position since the department has been reimbursing the University for the services provided to Parking through the Cost Allocation Plan (CAP) on an annual basis.

This coming FY19/20, Parking has also committed to fund 18% of an Administrative Analyst position's salary and benefits (EOC/Clery Admin. Position) should the salary offered for the new hire exceeds the current funding allocated in UPD's general fund budget. This position will serve as DCS' EOC/Clery Administrative Assistant and will support the EOC/Clery Director who will directly oversee the campus' emergency preparedness and Clery's annual reporting requirements.

For O&E, Parking projects a 7.10% cost increase based on inflation, planned minor capital outlay projects and a 10% increase on utility costs. One of Parking's main projects for FY19/20 will be to hire a special consultant that can provide a comprehensive physical inspection of all parking lots and provide recommendations for monthly, quarterly and annual repair/maintenance schedule to ensure the safety of the parking structure and parking lots. Additionally, Parking & Transportation continues to work with Sustainability and Facilities departments to install electric vehicle charging stations in all parking lots which include Lots 1, 2, 6, and 25 to accommodate staff, faculty and students who have electric vehicles. We are also working on getting the approval to demolish and repurpose the Bike Barn space to create additional parking spaces and charging stations in Lot 6 to accommodate the needs of DPRC, AS, Athletics, Residential Life and Parking's electric carts and low voltage charging stations

### **Comprehensive Financial Position:**

Parking & Transportation expects to close this FY18/19 with a projected end balance of \$461,270 to carry forward to start FY19/20. This year's O&E actual expenses is less than originally projected due in part to the delay in the completion of the installation of new EV stations and Bike Barn renovation.

Parking & Transportation expects to end each year from 2018-2019 to 2023-2024 with minimal savings to continue to build our reserve. Our reserve is an essential piece to sustain Parking & Transportation programs and services provided to our campus community. The reserve is earmarked for capital improvements, emergency repairs, deferred maintenance and program improvements. Additional projects that have been identified for FY19/20 completion are: Lot 20 elevator upgrade/repairs, comprehensive inspection of all parking lots to include reports that identify scheduled repair, maintenance and/or replacement and renovation of Lot 6's Bike Barn space to create additional parking space, charging stations or parking spaces for electric carts.

## PARKING AND TRANSPORTATION BUSINESS PLAN REPORT<sup>35</sup>

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	Planned FY 20-21 YearTotal	Planned FY 21-22 YearTotal	Planned FY 22-23 YearTotal	Planned FY 23-24 YearTotal	2019/20 Original Budget change from 2018/19 Actuals	
	a	b	c	d	e	f	g	h	i	Amount j = e - d	Percent k = j/d
General Fund Allocation	0	0	0	0	0	0	0	0	0	\$0	-100%
504003-Parking Revenue	833	911	938	971	994	1,024	1,055	1,086	1,119	24	2%
504004-Parking Coin Gates	1,520	1,825	1,811	1,739	1,922	1,979	2,039	2,100	2,163	183	11%
504006-Parking Fines	331	330	316	367	315	324	334	344	355	-52	-14%
504400-Allowancedoubtfulauxenterprise	0	0	0	0	0	0	0	0	0	0	-100%
508001-Interest-Rmp	27	37	38	52	81					29	55%
580003-Sale Of Fixed Assets	0	0	5	0						0	-
Revenue	2,711	3,102	3,108	3,129	3,312	3,328	3,428	3,531	3,637	183	6%
Cost Recovery	57	34	36	54	34	35	0	0	0	-20	-37%
<b>Total Revenues / Other Sources.</b>	<b>2,768</b>	<b>3,136</b>	<b>3,144</b>	<b>3,183</b>	<b>3,346</b>	<b>3,363</b>	<b>3,428</b>	<b>3,531</b>	<b>3,637</b>	<b>\$163</b>	<b>5%</b>
Management & Supervisory	26	0	0	0	0	0	0	0	0	0	-
Support Staff	520	482	583	590	597	667	687	708	729	6	1%
Salary & Wages.	546	482	583	590	597	667	687	708	729	6	1%
	0										
Benefits.	294	324	276	373	380	412	424	437	450	7	2%
Communications.	2	3	3	0	0	0	0	0	0	0	-
Travel.	0	1	2	0	1	1	1	2	2	1	-
Capital Outlay Projects.	0	0	0	0		75	85	95	105	0	-
State Pro Rata Charges.	53	14	70	15	15	16	16	17	17	1	3%
Contractual Services.	850	940	965	828	959	988	1,018	1,048	1,080	131	16%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	0	0	0	0	0	0	0	0	0	0	-
Services From Other Fnds Agncy.	10	257	133	335	344	282	290	299	308	9	3%
Equipment.	0	46	35	32	0	0	0	0	0	-32	-100%
Misc Operating Expense.	294	155	365	137	150	155	159	164	169	13	10%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>1,210</b>	<b>1,416</b>	<b>1,573</b>	<b>1,347</b>	<b>1,470</b>	<b>1,517</b>	<b>1,570</b>	<b>1,625</b>	<b>1,681</b>	<b>123</b>	<b>9%</b>
Utilities.	56	63	70	0	0	0	0	0	0	0	-
Risk Pool.	9	10	10	10	6	11	11	12	12	-5	-45%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	1,830	0	514	506	485	499	514	514	-
<b>All Expenses.</b>	<b>\$2,115</b>	<b>\$2,295</b>	<b>\$4,341</b>	<b>\$2,321</b>	<b>\$2,966</b>	<b>\$3,113</b>	<b>\$3,178</b>	<b>\$3,281</b>	<b>\$3,387</b>	<b>\$645</b>	<b>28%</b>
All Transfers In.	2,071	1,969	0	2,153		75	85	95	105	-2,153	-100%
All Transfers Out.	2,319	2,210	240	2,408	380	325	335	345	355	-2,028	-84%
Net Transfers.	-248	-240	-240	-255	-380	-250	-250	-250	-250	-\$125	49%
<b>Operating Income (Loss).</b>	<b>\$405</b>	<b>\$602</b>	<b>-\$1,437</b>	<b>\$607</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$607</b>	<b>-100%</b>
<b>Ending Fund Balance</b>	<b>861</b>	<b>1,463</b>		<b>2,070</b>							

<sup>35</sup> Parking Fund: TP001-TP004, TP021-26

## CAMPUS RECREATION AND MASHOUF WELLNESS CENTER (MWC)

### **FY19-20 Budget – Storyline**

#### **Outline:**

The Campus Recreation Department offers a variety of fitness and wellness programs and services for the campus community and operates the Mashouf Wellness Center (MWC). The department resides within the Student Affairs & Enrollment Management cabinet-area, reporting to the Division of Student Life. The MWC opened in August 2017, and so the department has had one partial fiscal year, and is finishing up its first full fiscal year of operations. The department is still in its growing stages, but most programs and services have now been fully launched and are in their fine-tuning stages. This is giving the department some good fiscal history to work off of. Besides being open for 115 hours per week during the academic year and 88.5 hours per week during the summer and intersessions, Campus Recreation offers group exercise classes, massage therapy, personal training, intramural sports leagues, special events, management of sport clubs, outdoor trips & equipment rentals, swim lessons, a summer youth camp, safety certification classes, and other programming. Additionally, there is open recreational opportunities at the climbing wall, in the cardio & strength fitness areas, in the pool, and on the sports courts. The department offers space to reserve by student groups and other campus departments, and looks to collaborate on programming opportunities throughout the year. The past year has seen the MWC play a larger role in supporting Basic Needs on campus with hot showers, Zen Den nap space, and the Basic Needs Locker program. Several hundred thousand people come through the doors each year to use the MWC, and many others tour because it is a showcase facility that represents the best of new buildings and programs on campus. The building just earned LEED Platinum designation, the highest level in recognizing energy and green design. The department is in the human resources process of adding two staff, growing from 10 to 12 FTE, and plans to stay at that number for at least the next 5 years. As a student-centered operation, the department employs over 250 students and another 30 part-time, intermittent hourly employees classified as Casual Workers.

The next 5 years will see Campus Recreation focusing on continuing many of its long-running programs and stabilizing new programs and services, including operation of the Mashouf Wellness Center. The department will target students who are regulars as well as those who are reluctant visitors, in an effort to serve the widest variety of students possible. Campus Recreation also offers membership opportunities to faculty, staff, and alumni. In particular, it recognizes that a healthy and happy workforce contributes to the overall wellbeing of the campus community and student success. Campus Recreation strives to play a major role in the recruitment, learning, retention, success, and persistence toward graduation for all students on campus.

Because we do not have a steady, multi-year trend of operations yet, there is a little bit of guesswork that has gone into creating this budget plan for the next 5 years. Additionally, some operational pieces are still falling into place, such as the permitting of our greywater system and full installation of our utilities metering. After years 3 and 4, we will be able to easily recognize trends and confirm our projections. But we will also remain nimble and monitor the budget tightly so that we always maintain spending

within our amount of revenues. The department will also be spending many years building up four designated reserves -- maintenance and replacement; operational; equipment replacement; and capital improvements.

### **Revenue Assumptions:**

Campus Recreation's overall revenues are comprised of a combination of student fee dollars through approved Category II fees (campus mandatory fees), and operating revenue through approved Category IV (fees, other than Category II or III fees, paid to receive materials, services, or for the use of facilities provided by the university) fees. The department is still interested in applying for grant funds or creating endowments to be supported by fundraising at a future point in time when its programs and operations are more established. This may or may not be within the next 5 years but since there are no firm plans in place, and the 5-year budget does not include any of these revenue strategies.

### **Student Fees**

Campus Recreation relies heavily on student fee funding through two separate Category II student fees:

#### **Recreation and Wellness Center Fee**

A portion of the IRA-Athletics Fee

We have used an annualized headcount of 28,280 for 2 academic years and growing to 28,325 in Year 5; and 4,895 for the summer in Year 1, growing to 4,965 by Year 5 (Fall 2019 Census shows headcount at 28,880). Our projections include a 94% penetration rate for both populations. Growth is shown as extremely modest, as northern California campuses continue to show difficulty in maintaining target enrollment numbers.

#### **A. Recreation and Wellness Center Fee**

The Recreation and Wellness Center Fee, a Category II fee approved in Spring 2010, was implemented starting Fall 2010. The fee, which was scheduled to increase significantly "when the doors opened" saw that occur for the semester fee in Fall 2017 (semester fee went from \$90/semester to \$160/semester) and for the summer fee in Summer 2018 (\$42/summer to \$75/summer). This increase is followed by a scheduled annual increase of the semester fee by \$3.00 per year and annual increase of the summer fee by \$2.00 per year. There is no sunseting of the fee and there are no plans to ask for an increase or adjustment to this fee within the next 5 years.

Recreation and Wellness Center Student Fee	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Semester Student Fee	\$166	\$169	\$172	\$175	\$178	\$166
Summer Student Fee	\$77	\$79	\$81	\$83	\$85	\$77

A portion of the Recreation and Wellness Center Fee, approximately \$3.65 million annually, specifically pays off the debt service for bonds sold in 2015 to finance the design and construction of the Mashouf Wellness Center. In addition, a portion will go towards our reserves. Operating funds go towards offering programs and services associated with the Mashouf Wellness Center including personnel costs (full-time and part-time), program equipment and supplies, maintenance and custodial, utilities, etc.

#### B. IRA-Athletics Fee (Campus Rec Portion)

The successful Student Athletics/Intramurals Fee Referendum in Spring 2005 raised the \$1.00 per semester fee to \$2.00 per fall, spring, and summer semesters. This fee, known as the IRA-Athletics student fee is a Category II fee. In 2008, another vote increased the IRA-Athletics student fee over a three-year period to bring the fall and spring semesters portion of the IRA-Athletics fee to \$10.00 per semester and the summer fee to \$4.00. There is no scheduled increase for this fee and no scheduled sunseting of the fee.

Campus Rec portion of IRA-Athletics Student Fee	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Semester Student Fee	\$10	\$10	\$10	\$10	\$10	\$10
Summer Student Fee	\$4	\$4	\$4	\$4	\$4	\$4

#### User Fees

Additionally, the Campus Recreation Department has a number of approved user fees to generate supplemental revenue that helps keep programs and services for students at low or no cost throughout the year. Examples of user fees are memberships, space rentals, massage therapy, personal training, CPR training and certification courses, intramural team fees, and special event participant fees. The department uses a pricing philosophy that puts students at the core with the lowest fees, with SF State faculty and staff at the next pricing level, followed by alumni, and then community members who are eligible for only select programs or services. Community members are not eligible for membership to the MWC. User fee revenue accounts for approximately 8% of the department's gross revenues.

The Campus Recreation Department has not established a schedule of user fees for the next 5 years since many of the services and programs are so new, we are still trying to establish whether the fee levels are scaled appropriately. However, program and service user fees will probably be adjusted to keep up with presumably rising costs on an average of once every 2 years. All membership fees will see an increase every 2 years in proportion to the increase of the Recreation and Wellness Student Fee.

#### **Personnel Planning:**

##### Full-Time Staff

This past year, 3 positions were successfully reclassified, initiated by supervisory management. These positions, all existing prior to the MWC opening, have undergone tremendous changes in duties and responsibilities and have been updated with new position descriptions, classifications, and salary levels. The new salary levels have been included in the 5-year budget plan.

Additionally, the Campus Recreation Department is planning to add two positions to the full-time staff to bring the total number to twelve.

The Accessibility & Inclusive Rec Coordinator will oversee non-traditional and strategic initiatives programming to help outreach efforts and to help all students feel welcome at the MWC. Some examples of programs would include accessible recreation uniting those with disabilities with able-bodied participants; affinity recreation programming for new students, LGBT students, under-represented minorities, and international students; and championing strategic initiatives such as campaigns around inclusiveness, connectedness, community, and sustainability. This position will help fill out the programming staff which currently includes coordinators specializing in fitness & wellness, aquatics, climbing & outdoor recreation, intramural sports & sport clubs.

The Assistant Director of Facilities & Operations would add a 3rd member to the department's Management Team to help make sure the MWC is on track for preventative maintenance, repair, and upkeep and to make sure short-term and long-term plans are in place. This person would be the clear 3rd in command within the department, and would help manage staff and move the department in a strategic direction. This position was posted at the end of October 2019.

POSITION -- Working Title	Monthly	Annual	Benefits (50%)	Annual Sal.+Ben.	CLASSIFICATION
Accessibility & Inclusive Rec Coordinator	\$4,815	\$57,783	\$28,892	\$86,675	AAS E1 (RS) (Exempt)
Assistant Director of Facilities & Operations	\$6,000	\$72,000	\$36,000	\$108,000	ADM-I (Exempt)

### Student Staff

In addition to the department's 12 full-time staff, Campus Recreation employs over 250 student and 30 intermittent, part-time employees. Students are involved at almost every level of the Campus Recreation Department as an integral part of our decision-making and operations. They serve as part of the program and staff management team in Student Manager roles, greet members at the turnstiles, sell memberships and check equipment out at the front desk, hold certification to be climbing wall instructors, provide lifeguarding and supervision at the pool, officiate intramural sports leagues, do marketing for the department, provide building and activity supervision, teach group exercise classes, and help manage risk throughout our department, among many other duties. Students are the heart and soul of what we do. Not only are student employees supporting themselves financially, they are each learning valuable and important job and life skills, transferable to their future careers after SF State.

The wages for student employees account for one of the highest single departmental expenses. Even though we are not required to meet the San Francisco Living Wage (SFLW), the Academic Senate passed a resolution asking campus departments to try to get student wages to be equal or more than the SFLW. We are making the commitment to get most of our student wages to meet or exceed the SFLW in this coming year. This will likely be our biggest area of growth in this next year's budget. The SFLW rises to \$15.59/hr. on June 1, 2019, and will see an annual increase tied to the Consumer Price Index. Our lowest



wage will be \$15.00/hr., which will be a \$2.50/hr. increase over the 2018-19 lowest wage level. We have looked at this wage level over the next 5 years and feel confident that our budget can sustain this increase, as we tend to budget very conservatively in our projections. We also believe we are close to capacity with our student positions, and would make careful considerations if we were to add positions.

### **Programming, Equipment, and Other Highlighted Expenses:**

#### **Programming**

We have concluded the start-up of almost all of our new programs and services, and we breakout programming budgets for all programs and services. One of our newest areas of programming is Wild O, a wilderness orientation program for new students. We are also repeating our First Six Weeks programming to help new students connect with the university within the first six weeks of their first semester. Additionally, we are working with the Interim Assistant Manager for Basic Needs to see how our facility might be able to serve as an after-business hours hub for supplies to support students with basic needs. This works particularly well, since we open 6am-12am, Monday-Friday and are open on weekends – Saturday, 10am-9pm, and Sunday, 10am-12am. All of these efforts contribute to student retention and success. Our budgeting process starts at the Coordinator staff level, and is reviewed by management. Programming expenses include program supplies and equipment, contractual services, and sometimes travel and insurance. The biggest variables for almost all programming areas are student and part-time staffing, and revenues. Our Coordinators have intimate knowledge of the budget details for their program areas of oversight so that they understand how their decision-making affects their budget. It is the philosophy of our department to develop strong budgeting skills at all levels of staffing so that everyone can bear some responsibility in being good stewards of the student fee monies.

#### **Equipment Replacement**

We made some purchases this past year of additional fitness equipment. While we can expect most of the strength equipment to last 10 years before needing replacement, cardio equipment usually requires replacement every 3-5 years, and we are due to consider equipment replacement in 2020-21. Our fitness equipment replacement schedule runs for the next 10 years, and guides us in anticipating when these major purchases will occur. We are establishing an equipment reserve for exactly this purpose. Our plan is to put aside \$175,000 every year towards equipment and furniture replacement.

#### **Facilities Services - Transfers Out to Other Funds**

Campus Recreation currently “contracts out” to Facilities Services for custodial and maintenance staff via a Service Level Agreement. The agreement calls for dedicated custodial staff, grounds staff, and engineering staff to help with daily and preventative maintenance. All maintenance service requests outside of the Service Level Agreement are charged back on a per service response basis. The projected costs for next year are 3% over current year, followed by an annual increase of 3% each year.

#### **Insurance**

This is the first we will be paying a portion into the Risk Pool. We have several insurance policies in place – general liability, property, participant accident, sport clubs, workers compensation, and now risk pool. We pay a comprehensive amount of approximately \$265,500 for all of our policy obligations.

## Utilities

The utilities costs for a recreation and wellness type of building, operating 115 hours per week, is immense. We do not have a good estimate of what our annual utilities costs will be yet, but have put \$440,000 aside this next year to cover water, gas, electric, trash & recycling, and sewage. Our building is still awaiting final utilities meters installations which is why we are running on estimates currently. The Mashouf Wellness Center incorporates a great amount of green building design, including energy and water efficiency, and we have just been awarded LEED Platinum certification, the highest level awarded by the U.S. Green Building Council. Therefore, energy savings is already built in through natural lighting, LED lighting, occupancy sensors, and automatic adjustments during peak pricing periods. Furthermore, the MWC has a rooftop solar system consisting of 384 KW, providing on-site electricity generation, and lowering overall power costs. An on-site greywater system provides tertiary water treatment of shower, sink, and pool backwash water to use for irrigating landscaping and further reducing our water usage.

## Cost Allocation Plan

The cost allocation plan (CAP) came back at a surprisingly high level, as it was not realized that CAP would be applied to monies going towards debt service and reserves (approximately \$4.5 million, annually). The CAP amount has been adjusted accordingly for next year, including a 3% increase, followed by a 3% increase each year after that.

Because the Recreation and Wellness Center Student Fee involves a construction project, it incurred debt service to be paid off over a 30-year period. It is critical that a proper level of Debt Service Coverage Ratio<sup>36</sup> (DSCR) is maintained at or above the required minimum levels. Campus Recreation maintains a stand-alone DSCR of 1.25 or more for this project.

	2019-20	2020-21	2021-22	2022-23	2023-24
Expected Total Annual Fee Revenue	\$(8,911,152)	\$(9,074,826)	\$(9,239,224)	\$(9,402,448)	\$(9,566,326)
Operating Fee Dollars	\$4,365,489	\$4,528,113	\$4,694,361	\$4,854,735	\$5,018,382
Debt Service Payment (from payment schedule)	\$3,645,633	\$3,646,713	\$3,644,863	\$3,647,713	\$3,647,994
DSCR level	1.2500	1.2500	1.2500	1.2500	1.2500
Annual Dollar Amount of DSCR	\$1,013,205	\$1,024,701	\$1,035,735	\$1,047,481	\$1,059,285

## Reserves:

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<sup>36</sup> DSCR = Annual Gross Revenue less Annual Operating divided by Annual Debt Service; Stand-alone project must be at 1.25 minimum.

The Mashouf Wellness Center Draft Financial Reserves Policies call for four designated reserves:

Maintenance, Repair, and Replacement Reserve - CSU Fund 535 (Goal: \$8.5 million)

Equipment Replacement Reserve - CSU Fund 534 (Goal: \$175,000 per year)

Operating Reserve - CSU Fund 534 (Goal: \$1.5 million)

Capital Improvements Reserve - CSU Fund 536 (Goal: \$30 million)

The Financial Reserves Policies spell out what each reserve's purpose is and the type of allowable spending that may come out each. It also spells out the dollar amounts that require higher levels of approval and who can make those approvals. This is a sound reserves plan and because the original financial plan did not include opening with any reserves in place, it will take a number of years to build up each reserve with modest amounts planned to be put towards reserves each year. Last year, in the first year of operation, we had no debt service payment and were able to put away several million dollars to start up the reserve funds. However, over these next five years, we would like to increase the amounts put away if there are unspent monies at the end of the year. Some emphasis will be placed upon trying to build up the reserves a little more quickly in these early years by maximizing the amounts going towards reserves and minimizing any balance carried forward. These are the modest amounts put away each year.

	2018-19	2019-20	2020-21	2021-22	2022-23
Reserve - MRR (CSU Fund 535) GOAL LEVEL: \$8.5M	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Reserve - Equipment Replacement (534) GOAL DEPOSIT: \$175K/yr.	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Reserve - Operating (534) GOAL LEVEL: \$1.5M	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Reserve - Capital Improvements (536) GOAL LEVEL: \$30M	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000

#### **Multiple Funds Management:**

Campus Recreation manages 3 trust funds which have separate designated purposes:

TU004 - Mashouf Wellness Center

TA050 - Campus Recreation

TT784 - TF OT Facilities

TU004

This trust fund collects the Recreation and Wellness Student Fee, and user fees for all Campus Recreation Programs and Services. It pays the debt service; maintains DSCR; puts monies towards reserves; carries all salaries, wages, and benefits; maintains contracts for procures all expenses related to Campus Recreation's programs, services, and the operations of the MWC.

#### TA050

This trust fund collects the Campus Recreation portion of the IRA-Athletics Student Fee, and no user fees. It will be utilized for non-wage or benefit expenses for programming such as Intramural Sports, Group Exercise classes, Sport Clubs, Special Events, Aquatics, Outdoor Adventure Trips, and some Open Rec activities.

#### TT784

This trust fund collects user fees for rental of state property, namely tennis courts, the West Campus Green, and the occasional use of other sports and recreation facilities on campus. Through an agreement in approximately 2011, Campus Recreation took over the scheduling of all sports and recreation facilities on campus. Around that time, management of the tennis courts was transferred to the department. In 2013, the West Campus Green opened, and management of that field also came under the department.

### **Comprehensive Financial Position:**

In summarizing our year-end balances, the Campus Recreation Department is in a solid financial position. Each year our budget includes projected expenses that match our projected revenues. We do not anticipate a budget shortfall this next fiscal year or at any time over the next 5 years, and plan to maximize our monies put towards reserves in order to build those up quickly. We are well aware of what our fixed costs are and where our flexibility lies if we were to be hit hard by an enrollment drop or otherwise unexpected drop in revenue or unforeseen large expense.

## CAMPUS RECREATION AND MWC BUSINESS PLAN REPORT<sup>37</sup>

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	Planned FY 20-21 YearTotal	Planned FY 21-22 YearTotal	Planned FY 22-23 YearTotal	Planned FY 23-24 YearTotal	2019/20 Original Budget change from 2018/19 Amount	Percent k = j/d
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
501102-I.R.A. Fee	572	576	570	582	550	550	550	551	551	-32	-5%
501400-Allowancedoubtfulhigherdefees	0	0	0	0	-1	-1	-1	-1	-1	0	1%
503401-Contribution	0	2	0	7	0	0	0	0	0	-7	-100%
504008-Campus Union Fee	5,146	9,070	9,058	9,545	9,166	9,334	9,509	9,684	9,854	-379	-4%
504401-Allowdoubtfulhealthfeecampus	-10	-37	27	-79	-80	-80	-80	-80	-80	-1	2%
507001-Interest-State Smif	0	0	0	0	0	0	0	0	0	0	-
508001-Interest-Rmp	196	122	90	163	200	210	220	230	240	37	22%
580001-Rental Of State Property	14	46	35	70	45	47	47	49	49	-25	-36%
580090-Misc Revenue	14	187	371	410	423	425	430	435	440	13	3%
580410-Allowdoubtfulotheropnrevenes	0	1	0	0	0	0	0	0	0	0	-
590001-Py Revenue Adj	11	1	0	0	0	0	0	0	0	0	-100%
590002-Su Return Of Surplus	0	0	0	0	0	0	0	0	0	0	-
590910-Restricted Investment Reserve	0	0	0	0	0	0	0	0	0	0	-
Revenue	5,943	9,968	10,151	10,698	10,303	10,486	10,676	10,868	11,054	-395	-4%
Cost Recovery	4	5	0	10	7	0	0	0	0	-3	-29%
<b>Total Revenues / Other Sources.</b>	<b>\$5,947</b>	<b>\$9,973</b>	<b>\$10,151</b>	<b>\$10,709</b>	<b>\$10,311</b>	<b>\$10,486</b>	<b>\$10,676</b>	<b>\$10,868</b>	<b>\$11,054</b>	<b>-\$398</b>	<b>-4%</b>
Instructional Faculty	0	0	0	1	1	1	1	1	1	0	4%
Management & Supervisory	119	176	254	188	273	281	290	298	307	85	45%
Support Staff	406	1,417	2,161	1,782	2,944	3,094	3,221	3,321	3,400	1,162	65%
<b>Salary &amp; Wages.</b>	<b>525</b>	<b>1,594</b>	<b>2,415</b>	<b>1,971</b>	<b>3,218</b>	<b>3,377</b>	<b>3,511</b>	<b>3,621</b>	<b>3,708</b>	<b>1,247</b>	<b>63%</b>
	0										
Benefits.	154	284	412	299	409	430	453	475	499	110	37%
Communications.	1	9	5	0	0	0	0	0	0	0	-
Travel.	7	10	21	44	65	80	86	87	91	20	45%
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	28	80	63	5	158	179	184	190	207	154	3186%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	3	0	47	35	0	0	0	0	0	-35	-100%
Services From Other Fnds Agncy.	0	538	548	1,138	1,253	1,297	1,345	1,395	1,447	115	10%
Equipment.	0	0	16	26	70	33	33	35	35	44	173%
Misc Operating Expense.	106	545	1,777	417	701	653	629	627	627	284	68%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
Operating Expenses.	145	1,182	2,477	1,665	2,247	2,241	2,276	2,334	2,407	582	35%
Utilities.	0	0	432	10	0	0	0	0	0	-10	-100%
Risk Pool.	8	23	90	35	35	36	36	37	37	1	2%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-100%
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	-100%
660809-Carry-Forward: Other Expenses	0	0	7,042	0	119	0	0	0	0	119	-
<b>All Expenses.</b>	<b>832</b>	<b>3,082</b>	<b>12,868</b>	<b>3,980</b>	<b>6,028</b>	<b>6,084</b>	<b>6,277</b>	<b>6,466</b>	<b>6,652</b>	<b>2,048</b>	<b>51%</b>
All Transfers In.	14	52	0	346	0	0	0	0	0	-346	-100%
All Transfers Out.	17,945	3,203	4,173	3,785	4,282	3,647	3,645	3,648	3,648	497	13%
Net Transfers.	-17,931	-3,151	-4,173	-3,439	-4,282	-3,647	-3,645	-3,648	-3,648	-843	25%
<b>Operating Income (Loss).</b>	<b>-\$12,817</b>	<b>\$3,740</b>	<b>-\$6,889</b>	<b>\$3,290</b>	<b>\$0</b>	<b>\$755</b>	<b>\$754</b>	<b>\$755</b>	<b>\$754</b>	<b>-\$3,290</b>	<b>-100%</b>
<b>Ending Fund Balance</b>	<b>\$3,105</b>	<b>\$6,845</b>		<b>\$10,135</b>							

<sup>37</sup> Total Campus Rec Fund includes: TA050 & TT784/ Dept. 4017, TU004 (Multiple Dept. IDs)

## RESIDENTIAL LIFE

### FY19-20 Budget – Storyline

#### Outline:

The Department of Residential Life provides programs and services within the campus housing community which engage students in residence in co-curricular learning. These programs and services focus on **community development, individual growth, academic success, and leadership** while building an environment that is socially just in its approach. We serve approximately 3900 students in five communities throughout the campus. The department is unique in several key areas:

- The Residential Life team is dominated by student leaders (compensated student leaders) and Student Assistant employees. We currently operate with 30 Full-time staff; 112 live-in student leaders (RAs, CAs, Resident Services Leads) and Approximately 120 student assistant employees. Our overall personnel count reaches **262** (on a good day).
- The majority of professional team members are required to live-in the residence community and are provided a single bed room (student leaders), one-bedroom apartment (professional team members), or two-bedroom apartments (administrators).
- The Residential Life team is one of a few teams on campus which operates 24/hours per day and 365 days per year through the afterhours crisis response rotation.
- Important to any of the reporting configurations is that Residential Life base funding has been one of self-support through the revenues received via student rental payments (Dormitory Revenue Fund – DRF)

The department of Residential Life has been actively engaging students in residence since its return to the housing program in the Fall of 1989. Since its return, the department has had an important relationship with the other units serving resident students. The relationship with its housing partners has traversed many configurations with trifurcated, bifurcated, and unified organizational structures. Eight years ago, the department became a unit within the Division of Student Life (formerly Dean of Students). In the last 15 years, Residential Life has been building stronger relationships with Student Affairs Enrollment Management (SAEM) support offices (University Police; Counseling & Psychological Services; Health Promotion & Wellness; and most recently Equity and Community Inclusion as we curate several identity-based communities. Subsequent to its SAEM partners, Residential Life has been curating relationships with Academic Affairs to provide Living/Learning Communities to build resident cohorts toward a particular class identity/major/college, shared interest in a particular culture or heritage, or shared social interest.

The next 5 years will see Residential Life focus on many of its current functions and services while accepting an increase in students each year through a collaborative process with its housing partners. To manage semester and academic year transitions more effectively, the department will need to balance the dependency on students within its organization with professional team members who are more equipped to maintain institutional knowledge with a higher-level

developmental skillset. Residential Life strives to play a major role in the recruitment, retention, success, and persistence toward graduation for all students on campus ensuring that living on campus provides students with high impact practices and bridging the learning environment from the class room to their residence.

### **Revenue Assumptions:**

Residential Life's overall revenues are comprised of a combination of student fee dollars and operating revenue through approved Category V user fees. The department is interested in applying for grant funds for the academic support programs to supplement the base funding received. Residential Life has delayed these efforts pending its ability to utilize and execute the funding it was awarded. Given budget spending increased from 69% of revenue (2015/2016) to 96% of revenue (2017/2018), the AY 18/19 will be the first year a grant proposal will be attempted.

### **Student Fees**

Residential Life relies heavily on student fee funding through two separate student fees:

- Dormitory Revenue Fund (DRF) Base Budget Transfer – License Fee
- Dormitory Revenue Fund (DRF) - Program Activity Fee

Historical revenue transfers to the Residential Life budget demonstrate a capture of approximately 7% of the overall student housing revenue collected. The approved budget is transferred on a quarterly basis to the appropriate trust account.

#### **A. Base Budget Transfer – License Fee**

Residential Life receives the bulk of its funding through the License fee. The base budget transfer – license fee is a required user fee obligated to students in residence and collected by Housing, Dining, and Conference Services. The license fee is utilized to pay for salary, wages, benefits, and operational expenses.

#### **B. Program Activity Fee**

The Program Activity Fee is an “opt out” fee collected in concert with the License Fee. Residential Life historically receives \$30 per resident to support events and programs throughout the year. The overall revenue is based on headcount and budgeted at the same occupancy expectation as the overall Housing budget (typically 95%).

Given the Student Success and Graduation Initiative as well as the growth in the department's academic initiatives, there is a desire to petition for an increase in the Program Activity Fee. This fee has not been raised since the early 2000's (approx. 2002). Additionally, given the cost of inflation, there is a recommendation to perhaps look at raising the fee approximately every 5 to 10 years to maintain support.

Program Activity Fee	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
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(1-time; annual)		\$30	\$40	\$40	\$40	\$40	\$40*
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\* Consult on consumer price index for possible adjustment

The fee has been approved to increase \$10 from \$30 to \$40 in the AY 2019/2020. The expected increase from \$30 to \$40 would yield approximately an additional \$36,000 to \$37,000 annually.

### C. Embedded Live-In Costs

Because Residential Life compensates student leaders via credited room and board any growth in community residents that meets certain thresholds increases the live-in team and need for increased numbers of meal plans, rooms, and apartments (for FTE supervisors). The following thresholds have been agreed upon to manage growth:

#### Live-In Student Leaders:

- Every Live-in Student Leader receives in-kind a credit of furnished single room and 7-Day continuous meal plan for approximately 35 – 50 residents depending on community design and student age/classification.
- Student Leaders engaged in shared governance of the residence community (also known as the Residential Housing Association or RHA) receives in-kind a credit for a 7-Day continuous meal plan.

#### Supervisors and Case Managers:

- Every Part-time and Full-time Supervisor and Case Manager within a community is both required to live-in for oversight and emergency follow up. These positions currently receive a furnished 1-bedroom apartment, 240 block meal plan. Given the development of the Case Manager positions, the department is positioning for 2-bedroom apartments which will become standard with the 2 Varella project being introduced in Fall 2020 and are currently standard across the Cal State University System. A timeframe and/or plan on this transition has not yet been conceived.

#### Department Leadership:

- Currently all Leadership (Administrators and Specialists) are provided an 80 block meal plan to engage students, provide quality assurance within dining operations, and to engage in strategic partner through working lunches.
- The following leadership positions also are required to live-in and receive a 2-bedroom apartment:
  - Associate Director – Residential Education & Leadership
  - Assistant Director – Residential Education & Leadership
  - Assistant Director – Residential Conduct & Support Services
- The department will seek additional required live-in positions in the next 5 years to grow its presence afterhours and over weekends:



- Academic Success (.4 FTE) – position is currently in concept as a partnership with New Student Programs afterhours support in AY 19/20
- Leadership – position is currently in concept with afterhours support duties in AY 19/20
- Residential Curriculum – position is currently in concept with afterhours support duties in AY 20/21
- Living-Learning Programs – position is currently in concept with afterhours support duties in AY 21/22

### **Personnel Planning:**

#### **Full-Time Staff - Current**

At full-capacity, Residential Life's professional team consists of 30 headcount with 25 of the positions being full-time. Residential Life also supports collaborative FTE positions with University Police. There are several positions undergoing reclassification requests, initiated by supervisory management and further collaborative FTE positions expected in future years with Counseling & Psychological Services and New Student Programs. New, anticipated salary levels have been included in the 5-year budget plan. The following predictive personnel formulas assist in driving personnel growth:

#### **Residential Education – Supervisors and Case Managers:**

- Part-time supervisors shall have teams between 6-8 student leaders
- Full-time supervisors shall have teams between 13-16 student leaders
- Every residence community between 250 and 449 residents = full-time Residential Coordinator (RC)
- Every residence community at or below 249 residents receives either a part- or full-time Residential Coordinator supervisor.
- Every residence community exceeding 450 or more residents receives a dedicated full-time Area Coordinator case manager in addition to the Residential Coordinator supervisor
  - (eg. Residence Hall of 750 first-year students would have a team of 25 Resident Assistants, 1 Community Assistant, 1 full-time Residential Coordinator supervisor, 1 part-time Residential Coordinator supervisor, and 1 Area Coordinator case manager. Communities at or below 449 receive a shared Area Coordinator.)

#### **Resident Services:**

- Every community with desk operations will receive a shared or dedicated Residential Coordinator(RC) assigned to oversee team and schedule operations. Communities with 24-hour desks receive a dedicated RC. Communities with desks under 24 hours received a shared RC.
- Every community with a 24-hour desk receives a dedicated Resident Services Lead
- Every community with desk operations under 24 hours receives a shared Resident Services Lead.

### Full-Time Staff – Future

Residential Life is planning to add several (16) positions to the full-time staff to bring the total number to 46 FTE in advancement and parallel to expected residential growth inclusive of the 2 Varella project.

- (2) Assistant Directors: These positions will assist with consistent implementation, oversight, and support of the programs and services in parallel to expected growth. Assistant Directors typically supervise 2-3 FTE and have oversight of a particular residential cohort or specialist function area. The two Assistant Directors will:
  - Assist in differentiating an AD for First Years and Continuing Residents
  - An AD to oversee Academic Success, Residential Curriculum, and Learning Community functions
- (3) Specialists: These positions help the department prioritize and lead specific cross-team functions for the department as a service for our residents. Future functions will include a focus on Leadership Develop & Organizations, Residential Curriculum, , and Living-Learning Programs
- (2) Residential Clinical Counselor: This position is to support the mental health services and overall response structure for our community. Optimum ratio is for 1 counselor to 1500 students. These investments are planned for:
  - 1<sup>st</sup> Investment: AY 19/20
  - 2<sup>nd</sup> Investment: AY 21/22
- (5) Community Desk FTE: These positions will begin to replace student assistant presence at our 24-hour desks to provide greater stability in schedule and transition support from one academic year to the next.
- (3) Coordinator Positions: These positions will help build the community leadership teams as we open 2 Varella, and incorporate the community into University Park South as well as provide stronger oversight of a new 24-hour desk at 2 Varella.
- (1) Administrative Coordinator: This position was changed in AY 18/19 to form the Business Operations Specialist. As the workload has not balanced out, additional administrative support is necessary.

\*These personnel projections are based on supporting the current program and the expected opening of 2 Varela in AY 20/21. There have been further discussion about other future residential build and master lease projects, but none with certainty as of the revised date.

5 Year Personnel investment plan:

NEW 19/20 VACANT - UP	3318 - Administrator I	1	72306	1	74475	1	76709	1	79011	1	81381 AY 19/20
NEW 19/20 VACANT - Central Office	1035 - Admin Support Coord. I 12 Mo	1	35177	1	36232	1	37319	1	38438	1	39592 AY 19/20
NEW 19/20 VACANT - TCS	1032 - Admin Support Ass't. II 12 Mo	1	32136	1	33100	1	34093	1	35116	1	36169 AY 19/20
NEW 19/20 VACANT - Leadership	3084 - SSP III	1	57000	1	58710	1	60471	1	62285	1	64154 AY 19/20
NEW 19/20 VACANT - Mental Health	3074 - SSP III AR 12 Mo	1	97968	1	100907	1	103934	1	107052	1	110264 AY 19/20
NEW 19/20 VACANT - UPS	3082 - SSP II	1	51652	1	52000	1	54798	1	56442	1	58135 AY 19/20
ADD 4868 VACANT RE (UPS)	9687 - Head Resident II	0	0	1	41911	1	43167	1	44462	1	45796 AY 20/21
ADD 9649 VACANT RE (UPS)	9687 - Head Resident II	0	0	1	21955	1	21583	1	22231	1	22898 AY 20/21
NEW 20/21 VACANT - Res Curriculum	3084 - SSP III	0	0	1	58710	1	60471	1	62285	1	64154 AY 20/21
NEW 20/21 VACANT - VCS	1032 - Admin Support Ass't. II 12 Mo	0	0	1	33100	1	34093	1	35116	1	36169 AY 20/21
NEW 20/21 VACANT - AS (UPS)	3082 - SSP II	0	0	1	53202	1	54798	1	56442	1	58135 AY 20/21
NEW 21/22 VACANT - Academic Success	3318 - Administrator I	0	0	0	0	1	76709	1	79011	1	81381 AY 21/22
NEW 21/22 VACANT - Learning Communities	3084 - SSP III	0	0	0	0	1	60471	1	62285	1	64154 AY 21/22
NEW 21/22 VACANT - MPH	1032 - Admin Support Ass't. II 12 Mo	0	0	0	0	1	34093	1	35116	1	36169 AY 21/22
NEW 21/22 VACANT - AS (UPN)	3082 - SSP II	0	0	0	0	1	54798	1	56442	1	58135 AY 21/22
NEW 21/22 VACANT - Mental Health	3074 - SSP III AR 12 Mo	0	0	0	0	1	103934	1	107052	1	110264 AY 21/22
NEW 22/23 VACANT - UPN	1032 - Admin Support Ass't. II 12 Mo	0	0	0	0	0	0	1	35116	1	36169 AY 22/23
NEW 23/24 VACANT - MWH	1032 - Admin Support Ass't. II 12 Mo	0	0	0	0	0	0	0	0	1	36169 AY 23/24

## Student Team

In addition to the department's 30 professional staff, Residential Life appoints over 112 student leaders and over 110 student employees. Students are involved at almost every level of the Residential Life Department as an integral part of our decision-making and operations.

Our Student Leaders who live-in their communities, typically expand with resident headcount increases in a specific community:

- First Year Communities: 1 live-in student leader per 30-35 first-year residents
- Continuing Communities: 1 live-in student leader per 45-60 continuing year residents (depending on Sophomore, Junior, Senior cohort status)

We expect to expand live-in student leader by 11 students with the opening of 2 Varella in Year 3 (AY 20/21). All other growth in student leaders would be respective of the growth detailed by Housing, Dining, and Conference Services (HDCS). HDCS does not currently set growth benchmarks for projections in this 5 year plan.

Student Assistants support operations within our Resident Services (Community Desk) operations as well as support administrative functions within the central and community offices. In Year 2 and Year 3 desk operations expand to help support a 24-hour presence at University Park North and a 24-hour presence at 2 Varella when it opens. Additionally, student assistant wages are climbing to support San Francisco City/County and California State living wage laws which promote upwards of \$15.00/hour by the year 2020.

## Programming, Equipment, and Other Highlighted Expenses:

### Programming

Residential Life collects plans for both community-wide (targeting all residents – such as GatorFest, RHA Events, Campus Campaigns, etc.) as well as in-community events (targeting specific residents within Mary Park/Ward or University Park, etc.). The Program Activity Fee is divided within the following manner to support areas of Residential Life:

- Residential Housing Association (shared governance) 30% of activity fee

- Community Programming 30% of activity fee
- Academic Initiatives 10% of activity fee
- Leadership Initiatives 10% of activity fee
- Living Learning Programs 10% of activity fee
- Campus Legacy Events (GatorFest, etc.) 10% of activity fee

### Equipment & Furniture Replacement

Over the past three years, Residential Life has been requested to manage more independently, its equipment and furniture costs. While there remains some support through Information Technology Services (ITS) for technology purchases, the department has been increasingly covering the hardware and software purchases for its needs. If this trend continues a stronger plan into this area will be necessary to support Residential Life's decentralized footprint and 24-hour/365 days/year

### Capital Improvements / Cosmetic Improvements

As Residential Life community teams have grown larger (from 10 student leaders to 20+) and our facilities continue to age without renovation, our community shared areas for residents (lounges, etc.) and the department's operating spaces have needed investment. In the past two years, each community team has needed an increase in office space. While most teams have seen an upgrade in space; central offices, the Mary Park/Mary Ward community team, and the Village C desk remain pending. Residential Life has been requested to share or cover some of those investment costs around furniture purchases or any plans to alter the physical structure of the office space. Currently \$85,000 annually exists for these types of improvements.

### Debt Service/DSCR

Because Rates, Budget Coordination, and Revenue Collection falls within the purview Housing, Dining, and Conference Services, Residential Life as a unit does not manage or oversee the debt service related to residential facilities in which the Residential Life team operates. This element would be covered under the budget plan of Housing, Dining, and Conference Services unit.

### Reserves

Residential Life currently does not maintain reserves as the practice has been to transfer back any unused revenues to the Housing, Dining, and Conference Services (HDGS) to a larger reserves account within the HDGS unit budget. The transfer back and reserves practice will likely require some adjustment as Residential Life assumes more ownership and responsibility for its budget.

Similar to the standards held within the HDGS unit budget a reserve in key areas to assist with replacement, growth, and unexpected circumstance would be expected in the following areas:

	2018-19	2019-20	2020-21	2021-22	2022-23
Reserve – Payroll & Benefits GOAL LEVEL: \$250,000 (1 month in reserve)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Reserve - Equipment Replacement GOAL LEVEL: \$65,000	0	\$16,250	\$16,250	\$16,250	\$16,250

(Full Replace every 4 years for FTE)					
Reserve - Operating GOAL LEVEL: \$45,000 (1 month of reserves)	\$0	\$11,250	\$11,250	\$11,250	\$11,250
Reserve - Capital Improvements GOAL LEVEL: \$100K (Community Investment every 5 years)	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Annual Reserve Investment	\$70,000	\$97,500	\$97,500	\$97,500	\$97,500
<b>TOTAL Reserve:</b>	<b>\$460,000</b>				

After the first year of the budget review, there are concerns that this reserve cannot be separate from the DRF reserves maintained by Housing, Dining, and Conference Services. Until this element is discussed further, independent reserves for Residential Life are on hold as of the revised date.

### Multiple Fund Management

Residential Life manages 1 trust fund which has 2 department accounts designated purposes:

- TD002 – Residential Life
  - 6190: Base Budget Transfer
  - 6191: Program Activity Fee

### TD002

This trust fund collects the department base budget transfer – license fee, and activity fees for all Residential Life Programs and Services. It pays for all salaries, wages, and benefits; maintains contracts for procures all expenses related to Residential Life programs, services, and the operations within our central offices and the six (6) community offices, residential conduct office, and nine community desks across the Northern, Central, and Southern areas of campus.

### Comprehensive Financial Position:

Residential Life's financial position is complex. For several years (2010 – 2015), the department experienced minimal to stagnant financial support. To this date, the department only receives 7% of the overall budget revenues collected to operate a 24-hour/365 days/year operation. The 5-year plan shore's up some of the most significant gaps created in the previous 5-year period. Closing the gaps allows Residential Life to be assured that future growth will be more predictable related to personnel and concerns for appropriate 24-hour student support begins to diminish. Base budget funding has been solid given the demand for housing, I expect that funding to remain solid and by year 3 (AY 2020-2021) of this plan, the department begins maintain growth through the typical rate increase rather than an additional augment over the rate increase. Program Activity Fees should be adequate with the increase in the activity fee in AY 19/20 and a 5-year review of the consumer price index to maintain current purchasing capacity. Grant funding and activity fee increases will support future needs. Overall, I remain optimistic that the department will maintain a healthy position so long as our current partnerships and practices continue and continue to improve.

## RESIDENTIAL LIFE BUSINESS PLAN REPORT

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19 Actuals Amount	Percent
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	0	0	0	0	0	0	0	0	0	\$0	-
504400-Allowancedoubtfulauxenterprise	0	0	0	0	0	0	0	0	0	0	-
580090-Misc Revenue	81	119	103	116	148	172	172	172	172	148	-
Revenue	81	119	103	116	148	172	172	172	172	148	-
Cost Recovery	0	6	0	8	0	0	0	0	0	0	-
<b>Total Revenues / Other Sources.</b>	<b>\$81</b>	<b>\$124</b>	<b>\$103</b>	<b>\$124</b>	<b>\$148</b>	<b>\$172</b>	<b>\$172</b>	<b>\$172</b>	<b>\$172</b>	<b>\$148</b>	<b>-</b>
Management & Supervisory	168	235	315	294	407	419	432	445	458	407	-
Support Staff	1,344	1,384	1,709	1,504	1,893	2,334	2,703	2,788	2,877	1,893	-
<b>Salary &amp; Wages.</b>	1,512	1,619	2,024	1,799	2,300	2,753	3,134	3,233	3,335	2,300	-
0	0										
Benefits.	282	381	592	616	689	789	974	1,025	1,079	689	-
Communications.	0	0	0	0	0	0	0	0	0	0	-
Travel.	28	53	67	42	25	25	25	25	25	25	-
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	7	0	27	23	27	27	27	27	27	27	-
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	3	23	40	29	1	45	45	45	45	1	-
Services From Other Fnds Agncy.	0	1	0	20	24	24	24	24	24	24	-
Equipment.	0	13	27	21	27	77	77	77	77	27	-
Misc Operating Expense.	224	549	351	403	316	347	355	356	358	316	-
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
Operating Expenses.	261	639	512	539	420	545	552	554	555	420	-
Utilities.	0	0	0	0	0	0	0	0	0	0	-
Risk Pool.	23	28	34	31	34	34	34	34	34	34	-
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
<b>Total Financial Aid.</b>	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	0	0						0	-
<b>All Expenses.</b>	<b>\$2,079</b>	<b>\$2,667</b>	<b>\$3,162</b>	<b>\$2,985</b>	<b>\$3,443</b>	<b>\$4,121</b>	<b>\$4,694</b>	<b>\$4,846</b>	<b>\$5,003</b>	<b>\$3,443</b>	<b>-</b>
All Transfers In.	1,834	2,543	3,059	2,861	3,294	3,741	3,978	4,078	4,182	3,294	-
All Transfers Out.	0	0	0	0						0	-
Net Transfers.	\$1,834	\$2,543	\$3,059	\$2,861	\$3,294	\$3,741	\$3,978	\$4,078	\$4,182	\$3,294	-
<b>Operating Income (Loss).</b>	<b>-\$164</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$208</b>	<b>-\$544</b>	<b>-\$596</b>	<b>-\$650</b>	<b>\$0</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>								

## COLLEGE OF EXTENDED LEARNING (CEL)

### **FY19-20 Budget – Storyline**

#### **Outline:**

CEL is committed to providing educational opportunities for all students who would like to complete their academic degrees, explore a career change, or develop their workplace skills. CEL offers both professional certificates (CEUs) and academic credit-bearing programs. CEL works closely with academic colleges to develop new programs to meet market demands. CEL's Center for Global Engagement creates programs to attract international students, professionals, and organizations by leveraging SF State's locus within a thriving community of innovation and entrepreneurship.

#### **Revenue Assumptions:**

For FY19/20, CEL will increase revenue through new program development in collaboration with academic colleges and international recruitment

- a. International Business Certificate
- b. Hospitality Management Certificate
- c. Semester@
- d. Pre-MBA
- e. Oxford International
- f. Summer in San Francisco
- g. New Online Programs (to be developed)

#### **Fees:**

CEL operates under the authority of Executive Order 1099 which states that "instruction offered through self-support mode does not receive state general appropriations and instead collects non-state student fees that are adequate to meet the cost of maintaining operation in the long run. Such fees shall be required pursuant to rules and regulations prescribed by the trustees, including but not limited to fee policies such as Executive Order 1054 and Education Code section 89708."

CEL fees are classified as Category V Fees (see EO 1054) as fees paid to self-support programs such as Extended Education, Parking and Housing including materials and service fees, user fees, fines and deposits. The president is delegated authority for the establishment, oversight and adjustment of Category IV and Category V fees.

#### **Personnel Planning:**

CEL will continue to reduce expenses by not filling vacant staff positions and controlling the operating cost. Continuing to reduce travel expenses and general office supplies and services by 10% to 15%. Centralize IT service by moving 2 full time IT staff positions to Academic Technology starting July 1, 2019.

CEL has also received a reduction in the Cost Allocation Plan from the University for General Fund cost recovery. The FY 18/19 amount is \$538,289 which is \$186,067, lower than the prior year

Cost Allocation of \$724,356.

**Comprehensive Financial Position:**

The current FY 19/20 projection has a balanced budget and CEL will attempt to close the deficit gap within the next 5 years.

As we discussed in the meeting with Fiscal Affairs and budget office, Fiscal affair will create a new TC fund in FY19/20 and will transfer the negative balance to the new TC fund. CEL operations will continue in the same TC001 as usual.



## CEL BUSINESS PLAN REPORT<sup>38</sup>

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	Planned FY 20-21 YearTotal	Planned FY 21-22 YearTotal	Planned FY 22-23 YearTotal	Planned FY 23-24 YearTotal	2019/20 Original Budget change from 2018/19 Actuals	Percent
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	\$0	\$6	\$0	-\$32	\$0	\$0	\$0	\$0	\$0	\$32	-100%
502101-Contedu-S/S Degree Prgm	2,839	3,406	3,406	3,167	3,719					552	17%
502102-Contedu-Cert Prgm	3,213	3,467	3,831	3,613	3,673					60	2%
502103-Contedu-Contract Prgm	5	0	0	0	0					0	-
502104-Contedu-Open University	3,269	3,113	3,117	2,405	2,633					228	10%
502105-Ce-Special Session-Other	2,686	1,942	1,810	1,697	1,516					-180	-11%
502106-Self Support Summer	90	0	0	0	0					0	-
502301-Ce-Regular Non Credit	853	974	1,485	747	1,332					585	78%
502303-Ce-Csu Credits	1,411	1,480	1,928	1,502	1,475					-27	-2%
502304-Cel Misc User Fees	0	10	0	6	0					-6	-100%
502400-Allowancedoutbtfulcontednfees	-46	-39	0	-48	0					48	-100%
508001-Interest-Rmp	70	64	65	87	0	0	0	0	0	-87	-100%
580090-Misc Revenue	574	856	1,125	843	1,025	0	0	0	0	183	22%
580194-Cost Recovery From Other Csu F	0	0	0	1	0	0	0	0	0	-1	-100%
580410-Allowdoutbtfulotheropnrevenes	-3	2	0	-33	0	0	0	0	0	33	-100%
590001-Py Revenue Adj	0	-1	0	36	0					-36	-100%
Revenue	14,961	15,274	16,766	14,022	15,447	16,220	17,031	18,393	19,865	1,425	10%
Cost Recovery	0	3	0	4	0	0	0	0	0	-4	-100%
<b>Total Revenues / Other Sources.</b>	<b>\$14,961</b>	<b>\$15,283</b>	<b>\$16,766</b>	<b>\$13,994</b>	<b>\$15,447</b>	<b>\$16,220</b>	<b>\$17,031</b>	<b>\$18,393</b>	<b>\$19,865</b>	<b>\$1,453</b>	<b>10%</b>
Instructional Faculty	3,310	3,578	3,390	3,677	3,859	3,936	4,015	4,095	4,177	182	5%
Management & Supervisory	648	864	824	850	719	822	838	855	872	-131	-15%
Support Staff	3,137	2,947	2,770	2,489	2,478	2,637	2,689	2,743	2,798	-10	0%
<b>Salary &amp; Wages.</b>	<b>7,095</b>	<b>7,389</b>	<b>6,983</b>	<b>7,015</b>	<b>7,056</b>	<b>7,395</b>	<b>7,543</b>	<b>7,693</b>	<b>7,847</b>	<b>41</b>	<b>1%</b>
Benefits.	0	2,851	2,022	2,444	1,918	1,758	1,794	1,829	1,866	-526	-22%
Communications.	39	32	45	1	45	46	47	48	49	44	6844%
Travel.	99	212	107	131	146	149	152	155	158	15	11%
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	563	73	863	73	662	675	689	702	717	589	803%
Contractual Services.	623	496	291	475	449	458	467	476	486	-26	-5%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	53	85	0	140	0	0	0	0	0	-140	-100%
Services From Other Fnds Agncy.	0	1,253	725	4,666	0	0	0	0	0	-4,666	-100%
Equipment.	2	7	0	6	0	20	20	21	21	-6	-100%
Misc Operating Expense.	2,036	2,481	3,763	2,093	3,749	3,708	3,782	3,858	3,935	1,656	79%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>3,415</b>	<b>4,639</b>	<b>5,793</b>	<b>7,586</b>	<b>5,051</b>	<b>5,056</b>	<b>5,157</b>	<b>5,260</b>	<b>5,365</b>	<b>-2,535</b>	<b>-33%</b>
Utilities.	0	0	0	0	0	0	0	0	0	0	-
Risk Pool.	112	122	232	102	0	96	98	100	102	-102	-100%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
<b>Total Financial Aid.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
660809-Carry-Forward: Other Expenses	0	0	-1,493	0	355	0	0	0	0	355	-
<b>All Expenses.</b>	<b>\$12,715</b>	<b>\$15,002</b>	<b>\$13,537</b>	<b>\$17,148</b>	<b>\$14,379</b>	<b>\$14,305</b>	<b>\$14,591</b>	<b>\$14,883</b>	<b>\$15,181</b>	<b>-\$2,769</b>	<b>-16%</b>
All Transfers In.	377	208	0	22						-22	-100%
All Transfers Out.	1,871	2,407	2,080	338	1,068	1,090	1,112	1,134	1,156	731	217%
Net Transfers.	-1,494	-2,199	-2,080	-316	-1,068	-1,090	-1,112	-1,134	-1,156	-753	239%
<b>Operating Income (Loss).</b>	<b>\$752</b>	<b>-\$1,917</b>	<b>\$1,150</b>	<b>-\$3,469</b>	<b>\$0</b>	<b>\$825</b>	<b>\$1,328</b>	<b>\$2,377</b>	<b>\$3,528</b>	<b>\$3,469</b>	<b>-100%</b>
Beginning Fund Balance											
<b>Ending Fund Balance</b>	<b>\$768</b>	<b>-\$1,149</b>		<b>-\$4,618</b>							

<sup>38</sup> Includes TC001, TC003, TC004, TC005

## CESAR CHAVEZ STUDENT CENTER (CCSC) – FACILITIES

### **Background:**

The University provides ongoing general maintenance to the Cesar Chavez Student Center on campus per the terms and conditions of a Memorandum of Understanding between the University, Associated Students, and University Corporation. The expenses associated with this support are staff salaries and benefits, utilities, custodial services, etc. A specific trust fund was established to record all of the operational activity at the Cesar Chavez Student Center. The Facilities division of the University is reimbursed for all of these direct expenses incurred in the form of recharges from the Associated Students, Inc. and University Corporation. Facilities' practice is to recover all direct expenses incurred on a quarterly basis.

### **Key Drivers / Assumptions:**

#### TU007 — Cesar Chavez Student Center

- Transfer in from Associated Students, Inc. and University Corporation to cover all operating expenses in FY 18-19 and each year thereafter
- All utilities increases are based on rates provided by Budget Administration and Operations Office
- Salary & Wages increase 3 percent per year
- Shift Differential and Overtime are based on a four-year average
- All benefits increases are based on a four-year average as well as other pertinent information made available as it relates to benefits increase
- Supporting department will be fully staffed in FY19-20 and beyond; added one additional headcount
- An additional recology expense is included in FY19-20 and beyond

### **Conclusion:**

We expect to be within budget for FY19-20. The increase in utilities cost in FY18-19 compared to FY1718 is primarily due to adjustments made to recharge recology expenses to the Student Center that were discovered were past due. Overall operating expenses increased by nearly \$100K, attributable to increased service levels received by the Student Center (custodial, building maintenance, etc.). The approximate 10 percent increase in budgeted amount for FY19-20 compared to FY18-19 is primarily due to the additional recology expenses as well as compensation and general utilities increases. Based on the assumptions outlined above, we expect this trust to be fully self-sustaining over the next five years.

## CCSC BUSINESS PLAN REPORT

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Original Budget. FY 18-19 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19 Actuals	
	a	b	c	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	0	-205	0	0	79	0	0	0	0	0	-79	-100%
580093-Other Non-Operating Revenue	0	0	0	0	0						0	-100%
590001-Py Revenue Adj	0	203	0	0	0						0	-
Revenue Adjustments.	0	203	0	0	0	0	0	0	0	0	0	-
Revenue	0	203	0	0	0	0	0	0	0	0	0	-100%
Cost Recovery	1,568	1,700	1,946	1,946	1,543	1,931	1,963	1,996	0	0	388	25%
<b>Total Revenues / Other Sources.</b>	<b>\$1,568</b>	<b>\$1,698</b>	<b>\$1,946</b>	<b>\$1,946</b>	<b>\$1,623</b>	<b>\$1,931</b>	<b>\$1,963</b>	<b>\$1,996</b>	<b>\$0</b>	<b>\$0</b>	<b>\$308</b>	<b>19%</b>
Support Staff	574	560	635	635	529	648	666	685	0	0	119	23%
Salary & Wages.	574	560	635	635	529	648	666	685	0	0	119	23%
0	0											
Benefits.	389	387	420	420	396	485	499	513	0	0	89	23%
Communications.	0	0	0	0	0	0	0	0	0	0	0	-
Travel.	0	0	0	0	0	0	0	0	0	0	0	-
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	36	19	143	143	0	0	0	0	0	0	0	-
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	0	-
It Costs.	0	0	0	0	0	0	0	0	0	0	0	-
Services From Other Fnds Agncy.	0	0	0	0	531	623	623	623	0	0	92	17%
Equipment.	16	0	0	0	0	0	0	0	0	0	0	-
Misc Operating Expense.	142	160	138	138	157	168	168	168	0	0	11	7%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>194</b>	<b>179</b>	<b>281</b>	<b>281</b>	<b>688</b>	<b>791</b>	<b>791</b>	<b>791</b>	<b>0</b>	<b>0</b>	<b>103</b>	<b>15%</b>
Utilities.	400	560	597	597	0	0	0	0	0	0	0	-
Risk Pool.	11	10	14	14	10	11	11	11	0	0	1	10%
Work Study.	0	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	0	0	0						0	-
<b>All Expenses.</b>	<b>\$1,568</b>	<b>\$1,698</b>	<b>\$1,946</b>	<b>\$1,946</b>	<b>\$1,623</b>	<b>\$1,935</b>	<b>\$1,967</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$312</b>	<b>19%</b>
All Transfers In.	0	0	0	0	0						0	-
All Transfers Out.	0	0	0	0	0						0	-
Net Transfers.	0	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Income (Loss).</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$4</b>	<b>-\$4</b>	<b>-\$4</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$4</b>	<b>1442264%</b>

## GATOR PASS AND ONECARD

### **Background:**

Gator Pass-TS003 was established to manage the operational activity of the mandatory Gator Pass transit fee for students. One Card-TS902 was established to manage the operational activity of the mandatory student OneCard id fee. Both of these trusts are linked together the same way the Gator Pass card is part of the OneCard. Our practice has been to keep Gator Pass-TS003 as revenue and expense related to the Gator Pass program itself with SF Muni, BART and other transit program expense within this trust, but all operational expense within One-Card TS902. We have accomplished this by assuming a transfer of \$440K per year from TS003 to TS902 to cover all the OneCard operating expenses since expenses like people, cards, printing and marketing cost can't really be separated between the two program types. The \$440K in administrative expense is \$8 per paying student per semester, which was assumed in the original Gator Pass plan. In addition, we added an Assistant OneCard Lead headcount in FY19-20 to support the program. Added headcount to support the increase workload was always part of the Gator Pass original plan.

### **Key Drivers / Assumptions:**

#### **TS902 - OneCard**

- Transfer in from Gator Pass TS003 of \$440K per year to support OneCard operating trust.
- Add new Assistant OneCard Lead position in FY18-19 - \$87K.
- OneCard new system charges start at \$120K and escalate by 5 percent per year plus assumed growth in mobile credential program.
- Housing MOU funding transferred in at \$100K per year
- Pays for most expenses related to Gator Pass, particularly people
- Revenue for FY 19/20 stays consistent based on enrollment.
- Salary & Wages grow 3 percent per year
- 67 percent benefit rate on salaries & wages. This is based on the current average benefit rate in TS902.

#### **TS003 – Gator Pass**

- Gator Pass fee is \$180 per semester and remains flat
- Fall and Spring enrollment remain flat at 28,500 and 25,500 respectively
- 1,000 students exempt from fee each semester. Based on actuals experienced in fall 2018.
- Muni pass rate increases by \$1 per year starting in 2021
- Administration overhead is flat at \$8 per head or \$440K per year. This \$440K is transferred annually to One Card to cover operational expenses. This was always the assumption under the original plan for Gator Pass.

- BART discount cost increase to 50% of fare in March 2019. This expense has resulted in a increase of 15% in ridership so far. The impact of these changes in expected to dramatically reduce if not eliminate the surplus funds in the trust each semester.
- A new proposed use of the Gator Pass surplus to fund increase BART shuttle service should begin to reduce the fund surplus by \$500K per year.

**Conclusion:**

**TS902 – OneCard**

We expect to have a net surplus in this trust of approximately \$209K for FY19-20. Based on the assumptions outlined above, we expect this trust to be fully self-sustaining over the next five years.

**TS003 – Gator Pass**

For FY18-19 we had a net surplus in this trust of approximately \$4M. This surplus is due to BART ridership being lower than in the original plan. The increase of the BART discount to 50% in March 2019 combined with the anticipated approval of use of the surplus funds to increase BART shuttle service is expected to bring the TS003 fund to a zero balance within 6-8 years.

## GATOR PASS BUSINESS PLAN REPORT

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19 Actuals Amount	Percent
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	0	0	0	9	0	0	0	0	0	-9	-100%
501111-Cmp Based Mandatory Fees	0	9,918	9,900	10,005	9,900	9,900	9,900	10,065	10,230	-105	-1%
501400-Allowancedoutbtfulhigherdnfees	0	-42	0	-40						40	-100%
Higher Ed Fees.	0	9,876	9,900	9,964	9,900	9,900	9,900	10,065	10,230	-64	-1%
<b>Total Revenues / Other Sources.</b>	<b>\$0</b>	<b>\$9,876</b>	<b>\$9,900</b>	<b>\$9,973</b>	<b>\$9,900</b>	<b>\$9,900</b>	<b>\$9,900</b>	<b>\$10,065</b>	<b>\$10,230</b>	<b>-\$73</b>	<b>-1%</b>
Salary & Wages.	0	0	0	0	0	0	0	0	0	0	-
Benefits.	0	0	0	0	0	0	0	0	0	0	-
Communications.	0	0	0	0	0	0	0	0	0	0	-
Travel.	0	1	0	0	0	0	0	0	0	0	-
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	0	7,372	9,282	7,654	8,527	8,651	9,084	9,992	10,992	874	11%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	0	0	0	0	0	0	0	0	0	0	-
Services From Other Fnds Agncy.	0	0	0	0	0	0	0	0	0	0	-
Equipment.	0	0	0	0	0	0	0	0	0	0	-
Misc Operating Expense.	6	319	0	45	0	0	0	0	0	-45	-100%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>\$6</b>	<b>\$7,691</b>	<b>\$9,282</b>	<b>\$7,699</b>	<b>\$8,527</b>	<b>\$8,651</b>	<b>\$9,084</b>	<b>\$9,992</b>	<b>\$10,992</b>	<b>\$829</b>	<b>11%</b>
Utilities.	0	0	0	0	0	0	0	0	0	0	-
Risk Pool.	0	0	0	0	0	0	0	0	0	0	-
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
<b>Total Financial Aid.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
660809-Carry-Forward: Other Expenses	0	0	2,357	0	933					933	-
<b>All Expenses.</b>	<b>6</b>	<b>7,691</b>	<b>11,639</b>	<b>7,699</b>	<b>9,460</b>	<b>8,651</b>	<b>9,084</b>	<b>9,992</b>	<b>10,992</b>	<b>1,761</b>	<b>23%</b>
All Transfers In.	0	0	0	0						0	-
All Transfers Out.	0	0	440	440	440	440	440	440	440	0	0%
Net Transfers.	\$0	\$0	-\$440	-\$440	-\$440	-\$440	-\$440	-\$440	-\$440	\$0	0%
<b>Operating Income (Loss).</b>	<b>-\$6</b>	<b>\$2,185</b>	<b>-\$2,179</b>	<b>\$1,834</b>	<b>\$0</b>	<b>\$809</b>	<b>\$376</b>	<b>-\$367</b>	<b>-\$1,202</b>	<b>-\$1,834</b>	<b>-100%</b>
<b>Ending Fund Balance</b>	<b>-\$6</b>	<b>\$2,179</b>		<b>\$4,013</b>							

## ONECARD BUSINESS PLAN REPORT

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal	Planned FY 20-21 YearTotal	Planned FY 21-22 YearTotal	Planned FY 22-23 YearTotal	Planned FY 23-24 YearTotal	2019/20 Original Budget change from 2018/19 Actuals	
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	0	0	0	0	0	0	0	0	0	0	-
Higher Ed Fees.	121	122	140	216	195	155	145	145	145	-21	-10%
Continuing Education Fees.	0	0	0	0	0	0	0	0	0	0	-
Revenue Contribution.	0	0	0	0	0	0	0	0	0	0	-
Sales & Services Of Aux.	0	0	0	0	0	0	0	0	0	0	-
Reimbursed Activity.	0	0	0	0	0	0	0	0	0	0	-
Revenue From Interest.	0	0	0	0	0	0	0	0	0	0	-
Rev From Investments.	0	0	0	0	0	0	0	0	0	0	-
Other Financial Sources.	0	0	0	0	0	0	0	0	0	0	-
Revenue Adjustments.	0	0	0	0	0	0	0	0	0	0	-
Revenue	121	122	140	216	195	155	145	145	145	-21	-10%
Cost Recovery	0	110	0	100	100	0	0	0	0	0	0%
<b>Total Revenues / Other Sources.</b>	<b>\$121</b>	<b>\$232</b>	<b>\$140</b>	<b>\$316</b>	<b>\$295</b>	<b>\$155</b>	<b>\$145</b>	<b>\$145</b>	<b>\$145</b>	<b>-\$21</b>	<b>-7%</b>
Support Staff	145	175	265	179	0	0	0	0	0	-179	-100%
Salary & Wages.	145	175	265	179	0	0	0	0	0	-179	-100%
Benefits.	0										
	104	118	177	106	0	0	0	0	0	-106	-100%
Communications.	0	0	0	0	0	0	0	0	0	0	-
Travel.	-18	5	3	5	5	15	15	15	15	0	-5%
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	0	17	172	36	144	137	156	156	156	108	298%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	0	0	0	0	1	1	1	1	1	1	-
Services From Other Fnds Agncy.	0	0	0	0	105	0	0	0	0	105	657075%
Equipment.	0	0	0	0	0	0	0	0	0	0	-
Misc Operating Expense.	-72	-222	-474	68	91	76	76	76	76	23	33%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>-90</b>	<b>-200</b>	<b>-299</b>	<b>109</b>	<b>346</b>	<b>229</b>	<b>248</b>	<b>248</b>	<b>248</b>	<b>236</b>	<b>216%</b>
Utilities.	0	0	0	0	0	0	0	0	0	0	-
Risk Pool.	3	4	0	4	2	2	2	2	2	-2	-43%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	203	0	179					179	-
<b>All Expenses.</b>	<b>\$162</b>	<b>\$96</b>	<b>\$346</b>	<b>\$398</b>	<b>\$526</b>	<b>\$231</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>	<b>\$129</b>	<b>32%</b>
All Transfers In.	0	0	0	440	440	540	540	540	540	0	0%
All Transfers Out.	0	0	0	0	490	290	298	307	316	490	-
Net Transfers.	\$0	\$0	\$0	\$440	-\$50	\$250	\$242	\$233	\$224	-\$490	-111%
<b>Operating Income (Loss).</b>	<b>-\$42</b>	<b>\$136</b>	<b>-\$206</b>	<b>\$358</b>	<b>-\$281</b>	<b>\$175</b>	<b>\$137</b>	<b>\$129</b>	<b>\$120</b>	<b>-\$640</b>	<b>-178%</b>
Beginning Fund Balance											
<b>Ending Fund Balance</b>	<b>\$70</b>	<b>\$206</b>		<b>\$564</b>							

## FEE DEFERMENT: CAT IV <sup>39</sup>

### FEE DEFERMENT BUSINESS PLAN REPORT

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19 Actuals	
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	0	0	0	0	0	0	0	0	0	0	-
501112-St Suppor Admin Fee/Facilities	325	295	300	338	330	330	330	330	330	-8	-2%
501400-Allowancedoutbtfulhigherednfees	-6	-3	0	-6						6	-100%
580093-Other Non-Operating Revenue	0	0	0	0						0	-100%
590001-Py Revenue Adj	0	-6	0	0						0	-100%
Revenue	319	287	300	332	330	330	330	330	330	-2	-1%
<b>Total Revenues / Other Sources.</b>	<b>\$319</b>	<b>\$287</b>	<b>\$300</b>	<b>\$332</b>	<b>\$330</b>	<b>\$330</b>	<b>\$330</b>	<b>\$330</b>	<b>\$330</b>	<b>-\$2</b>	<b>-1%</b>
Support Staff	116	149	152	134	0	0	0	0	0	-134	-100%
<b>Salary &amp; Wages.</b>	116	149	152	134	0	0	0	0	0	-134	-100%
Benefits.	0										
Communications.	65	81	88	74	0	0	0	0	0	-74	-100%
Travel.	0	0	2	0	0	0	0	0	0	0	-
Capital Outlay Projects.	-2	7	14	8	9	10	10	10	10	1	18%
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	0	0	49	96	0	0	0	0	0	-96	-100%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	0	1	1	0	1	1	1	1	1	1	-
Services From Other Fnds Agncy.	0	0	0	0	254	0	0	0	0	253	146501%
Equipment.	2	0	0	0	0	0	0	0	0	0	-
Misc Operating Expense.	34	28	21	35	33	34	35	36	37	-2	-6%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>34</b>	<b>36</b>	<b>87</b>	<b>139</b>	<b>297</b>	<b>44</b>	<b>46</b>	<b>47</b>	<b>48</b>	<b>157</b>	<b>113%</b>
Utilities.	0	0	0	0	0	0	0	0	0	0	-
Risk Pool.	2	3	3	3	3	3	3	3	3	0	15%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	297	0	30					30	-
<b>All Expenses.</b>	<b>\$217</b>	<b>\$269</b>	<b>\$627</b>	<b>\$350</b>	<b>\$330</b>	<b>\$48</b>	<b>\$49</b>	<b>\$50</b>	<b>\$51</b>	<b>-\$20</b>	<b>-6%</b>
All Transfers In.	0	0	0	0						0	-
All Transfers Out.	0	0	0	0	245	252	260	268	276	245	-
Net Transfers.	0	0	0	0	-245	-252	-260	-268	-276	-245	-
<b>Operating Income (Loss).</b>	<b>\$102</b>	<b>\$17</b>	<b>-\$327</b>	<b>-\$18</b>	<b>-\$245</b>	<b>\$30</b>	<b>\$21</b>	<b>\$12</b>	<b>\$3</b>	<b>-\$227</b>	<b>1277%</b>
<b>Ending Fund Balance</b>	<b>\$310</b>	<b>\$327</b>		<b>\$310</b>							

<sup>39</sup> Includes TS901. The trust fund is for all administrative fees related to student refunds, late fee (missing university deadlines), checks returned for non-sufficient funds, and for other student services not considered as mandatory.



## HOUSING, DINING & CONFERENCE SERVICES (HDCS)

### **FY19-20 Budget – Storyline**

#### **Outline:**

Housing, Dining and Conference Services (HDCS) is a self-supporting enterprise that provides services to students, faculty, staff and non-affiliated clients. No state funds are allocated to HDCS and revenues are based on fees for services. HDCS manages four programs:

1. Student Life
2. Employee & Family Housing (E&FH)
3. Dining Services
4. Conference & Event Services

HDCS is the organization with a complex budget that works with the following campus partners: ITS, Residential Life, EHS, CPDC and Facilities Services. The budget development process starts with establishing fees for services in October and continues with revenue projections in December. In January and until the budget submission, the expense budget is developed and the budget is balanced.

#### **Revenue Assumptions:**

The projected bed space rental revenue for Student Life program is \$42.2 million compared with \$37.8 million in FY 2018-19. The increase of \$4.4 million in budgeted revenue is due to 5% rates increase and planned conversion of 30 E&FH program's apartment units into student housing bed spaces. The projected E&FH program revenue is \$7.1 million, down by \$1.3 million from \$8.4 million in FY 2018-19 is due to the conversion of apartment units into bed spaces.

#### **Personnel Planning:**

The budget for personnel will account for GSIs, with three new position requests for FY 2019-20. The new positions will assist with operating needs and provide financial reporting support in connection with Holloway building construction completion in FY 2020-21.

The positions below are new for the FY 2019-20 and the position number have not been established. HDCS will follow up with the ETRAC requests.

HDCS Departments	Job Code	Budget 2019-20, in \$
6182 - HDCS Student Housing	1038 - Admin Analyst	56,000
6183 - HDCS Financial Services	1038 - Admin Analyst	56,000
6192 - HDCS Business Operations	1038 - Admin Analyst	56,203

#### **FY 2019-20 Incremental Budget Request:**

The FY 2019-20 incremental budget request is \$2.9 million as per schedule below:

Division	Base Budget FY2018-19 Budget	FY 2019-20 Incre- mental Budget Re- quest	FY2019-20 Budget Request	% of In- crease
ITS	1,035,766	112,646	1,148,412	10.88%
Facilities	11,146,293	1,060,899	12,207,192	9.52%
Res. Life	3,058,833	781,441	3,840,274	25.55%
HDCS	41,459,774	943,465	42,403,239	2.28%
Total	56,700,666	2,898,451	59,599,117	5.11%

The projected DSCR is 1.23.

#### **Capital Projects:**

The proposed budget for capital projects is below:

- |  |               |
|--|---------------|
| 1. Dining Center Phase 2B                          | \$2.1 million |
| 2. Dining Center generator                         | \$1.0 million |
| 3. Deferred maintenance and other capital projects | \$2.0 million |

The total projected funding needed for the capital projects is \$5.1 million. Currently, the budget submission included \$3.8 million of the needed \$5.1 million. HDCS will work with the service partners on reducing the incremental budget request by \$1.3 million.

**Debt Services:**

Per Chancellor's Office Financing and Debt Management Policy Executive Order No 994, HDCS is required to maintain a minimum of 1.1 debt service coverage ratio for the campus revenue bond program.

**Current Reserves:**

At the beginning of FY 2018-19, HDCS held healthy reserves of \$27.4 million. HDCS is projecting a balance of \$28.3 million in the reserves at the end of FY 2018-19.

The plan is to allocate the FY 2019-20 reserve funds as follows:

Type of Reserves	Amount (million)
Capital improvement and construction	5.3
Future debt services	15
Facilities maintenance and repairs	1
Encumbrances	2
Economic uncertainty	5
	<b><u>28.3</u></b>

## HDCS BUSINESS PLAN REPORT<sup>40</sup>

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19 Actuals	Percent
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	\$133,985	\$3,460	\$0	\$80,859	\$0	\$0	\$0	\$0	\$0	-\$80,859	-100%
504001-Rental	45,139	47,470	46,805	48,486	50,000	52,085	53,648	55,257	56,915	1,514	3%
504002-Facility Rental	388	458	431	382	429	442	455	469	483	47	12%
504009-Space Rental Revenue	0	18	54	54	56	57	58	59	60	1	3%
504010-Food Services	9,605	10,179	10,786	10,379	11,157	11,492	11,837	12,192	12,557	778	7%
504400-Allowancedoubtfulauxenterprise	-379	-27	-299	-179	-319	-328	-338	-348	-359	-140	78%
Sales & Services Of Aux.	54,752	58,098	57,776	59,123	61,323	63,747	65,659	67,628	69,657	2,200	4%
508001-Interest-Rmp	335	467	306	646	350	350	350	350	350	-296	-46%
Rev From Investments.	335	467	306	646	350	350	350	350	350	-296	-46%
580001-Rental Of State Property	15	68	85	196	130	134	138	142	146	-66	-34%
580006-Installment Charges	144	160	139	153	150	154	159	164	169	-3	-2%
580090-Misc Revenue	850	507	648	945	616	634	653	673	693	-329	-35%
580093-Other Non-Operating Revenue	0	189	0	2						-2	-100%
580194-Cost Recovery From Other Csu F	0	1	0	3						-3	-100%
580410-Allowdoubtfulotheropnrevenues	-4	2	0	-4						4	-100%
580803-Insurance Recovery	0	0	0	483						-483	-100%
Other Financial Sources.	1,006	927	871	1,779	896	922	950	979	1,008	-883	-50%
Revenue Adjustments.	11	56	0	6	0	0	0	0	0	-6	-100%
Revenue	\$56,104	\$59,548	\$58,953	\$61,553	\$62,569	\$65,020	\$66,959	\$68,957	\$71,015	\$1,016	2%
Cost Recovery	488	236	502	1,020	869	892	915	938	963	-151	-15%
<b>Total Revenues / Other Sources.</b>	<b>\$56,727</b>	<b>\$59,788</b>	<b>\$59,456</b>	<b>\$62,654</b>	<b>\$63,438</b>	<b>\$65,911</b>	<b>\$67,874</b>	<b>\$69,896</b>	<b>\$71,977</b>	<b>\$784</b>	<b>1%</b>
Management & Supervisory	861	729	671	484	728	798	822	846	872	244	50%
Support Staff	6,857	6,206	2,142	1,945	2,458	2,733	2,815	2,900	2,987	513	26%
<b>Salary &amp; Wages.</b>	<b>\$7,719</b>	<b>\$6,935</b>	<b>\$2,813</b>	<b>\$2,429</b>	<b>\$3,186</b>	<b>\$3,531</b>	<b>\$3,637</b>	<b>\$3,746</b>	<b>\$3,858</b>	<b>\$757</b>	<b>31%</b>
50											
Benefits.	\$3,887	\$4,185	\$1,491	\$2,071	\$2,238	\$2,340	\$2,411	\$2,483	\$2,557	\$167	8%
Communications.	131	159	175	52	114	117	121	125	128	62	120%
Travel.	18	27	125	29	133	137	142	146	150	105	366%
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	533	14	987	15	15	16	16	17	17	0	2%
Contractual Services.	10,512	11,429	10,389	8,821	11,149	11,484	11,828	12,183	12,548	2,328	26%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	88	92	8	134	132	136	140	144	149	-2	-2%
Services From Other Fnds Agency.	0	2,193	0	15,104	15,719	16,191	16,677	17,177	17,692	615	4%
Equipment.	43	14	10	3	210	216	223	229	236	207	6110%
Misc Operating Expense.	3,133	3,688	3,621	3,519	1,060	1,056	1,061	1,078	1,096	-2,458	-70%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>\$14,458</b>	<b>\$17,617</b>	<b>\$15,314</b>	<b>\$27,677</b>	<b>\$28,534</b>	<b>\$29,353</b>	<b>\$30,207</b>	<b>\$31,099</b>	<b>\$32,018</b>	<b>\$857</b>	<b>3%</b>
Utilities.	5,048	5,602	5,846	4,088	5,390	5,552	5,718	5,890	6,066	1,302	32%
Risk Pool.	126,691	130,883	55,065	44,581	47,985	49,425	50,907	52,435	54,008	3,404	8%
Work Study.	-	-	-	-	-	-	-	-	-	-	-
Financial Aid.	-	-	-	-	-	-	-	-	-	-	-
Non-Expenditure Disbursement.	-	-	-	-	-	-	-	-	-	-	-
<b>Total Financial Aid.</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
660809-Carry-Forward: Other Expenses	0	0	28,448	0	0	1,375	1,519	1,654	1,793	0	-
<b>All Expenses.</b>	<b>\$31,238</b>	<b>\$34,469</b>	<b>\$53,967</b>	<b>\$36,310</b>	<b>\$39,396</b>	<b>\$42,201</b>	<b>\$43,542</b>	<b>\$44,924</b>	<b>\$46,347</b>	<b>\$3,086</b>	<b>8%</b>
All Transfers In.	74	150	0	1,513	0	0	0	0	0	-1,513	-100%
All Transfers Out.	20,092	18,022	32,932	23,765	24,042	23,809	24,434	25,077	25,739	277	1%
Net Transfers.	-\$20,018	-\$17,872	-\$32,932	-\$22,252	-\$24,042	-\$23,809	-\$24,434	-\$25,077	-\$25,739	-\$1,791	8%
<b>Operating Income (Loss).</b>	<b>\$5,470</b>	<b>\$7,447</b>	<b>-\$27,443</b>	<b>\$4,092</b>	<b>\$0</b>	<b>-\$99</b>	<b>-\$102</b>	<b>-\$105</b>	<b>-\$108</b>	<b>-\$4,092</b>	<b>-100%</b>
Ending Fund Balance	\$19,996	\$27,443		\$31,535							

<sup>40</sup> Includes: TD001,TD003-008, TR560

## DOWNTOWN CAMPUS (DTC)

### **FY19-20 Budget – Storyline**

#### **Outline:**

In FY 2019-20, the DTC operations manager will continue to focus on ensuring the effective operations of the DTC, including compliance with the lease and oversight of obligations in the subleases. The operations manager will also serve as the key planner and strategist as we evaluate the university's plans for the expiration of the lease in December 2021. A comprehensive planning and assessment project started in fall 2018 to set the course for the future of the DTC and various approaches are currently being assessed related to the future direction of the DTC.

#### **Strategic Initiative Funding:**

In the 2018-19, the university allocated one-time funds to cover the costs associated with hiring Cushman & Wakefield to provide an objective assessment of our space needs and the options we have with respect to our lease. The total project cost was \$163,000, and the cost was split between carry-forward funds from Academic Affairs and trust fund reserves from the DTC. No such funding is required this next fiscal year—2019-20.

#### **Budget for Sublease Revenue, Rental Recharges and Expenses:**

SF Media and Westfield Lab continue to sublease space in the DTC space. The budgeted revenue for the external subleases is \$1.4 million. College of Business, College of Extended Learning, Center for Research & Education on Gender and Sexuality, Health Equity Institute, Masters of Public Administration program, and Academic Resources are using space at the downtown campus and paying their pro-rata share of the rent. The budgeted rent recharge amount for the internal subleases is \$3.5 million.

The major expense for the DTC operations is payment of the master lease. The budget for the master lease is \$4.6 million net of the property tax exemption credit. The operating expenses are budgeted at \$70K. The budgeted excess of operating funds (revenues and recharges minus expenses) is \$92K if only half of the tax credit is provided to the colleges, and the other half is paid by the university.

#### **Budget for Sublease Revenue, Rental Recharges and Expenses:**

SF Media and Westfield Lab continue to sublease space in the DTC space. The budgeted revenue for the external subleases is \$1.4 million. College of Business, College of Extended Learning, Center for Research & Education on Gender and Sexuality, Health Equity Institute, Masters of Public Administration program, and Academic Resources are using space at the downtown

campus and paying their pro-rata share of the rent. The budgeted rent recharge amount for the internal subleases is \$3.5 million.

The major expense for the DTC operations is payment of the master lease. The budget for the master lease is \$4.6 million net of the property tax exemption credit. The operating expenses are budgeted at \$70K. The budgeted excess of operating funds (revenues and recharges minus expenses) is \$92K if only half of the tax credit is provided to the colleges, and the other half is paid by the university.

### **Comprehensive Financial Position:**

The DTC budgeted net operating income of \$92 K is not adequate for providing tax credits to the colleges. Additionally, there are always unexpected expenses that arise, for example, the need for carpet replacement, hardware, emergency repairs, etc. and there is neither a dedicated budget for common areas leasehold improvements nor budgeted reserves. Moreover, the budgeted master lease amount of \$4.6 million is net of property tax exemption credit, which is \$510K. In the past, specifically at the end of FY 2016-17, the university could not secure the tax exemption credit being applied to the rent in a timely manner, which led to the fund deficit. The DTC's financial position could be negatively affected by a loss of sublease tenants or campus partners.

### **DTC Future Planning**

While the DTC lease extends through December 2021, the complexities associated with assessing our space needs, determining whether to stay in all or part of the Westfield Center or to relocate to another location, and planning for either--or even a different, outcome are significant. Thus, over the course of the next fiscal year, we will develop a clear direction and move toward implementation of a new DTC.

Approaches currently under consideration include:

- Staying in our current location, but consolidating onto one floor;
- Moving to a new location, perhaps in partnership with City College of San Francisco;
- Purchasing a building for our own use.

Each of these approaches bears different costs, which include moving, tenant improvements, space planning, furniture, IT support and other such costs. While these are currently unknown—and depend entirely on which approach we pursue for 2022 and thereafter, these will not take place in the 2019-20 fiscal year. We would expect to begin to see related costs in 2020-21. Accordingly, this budget submittal includes no such allocation request.

## DTC BUSINESS PLAN REPORT<sup>41</sup>

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19 Actuals	
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	\$0	\$0	\$0	-\$6	\$0	\$0	\$0	\$0	\$0	\$6	-100%
580090-Misc Revenue	0	0	0	1	0					-1	-100%
580816-Misc Revenue Afs Waived	0	0	1,374	1,374	1,412	1,451	1,494	1,539	1,585	38	3%
Revenue	0	0	1,374	1,375	1,412	1,451	1,494	1,539	1,585	37	3%
Cost Recovery	0	0	0	0	0	0	0	0	0	0	-
<b>Total Revenues / Other Sources.</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,374</b>	<b>\$1,369</b>	<b>\$1,412</b>	<b>\$1,451</b>	<b>\$1,494</b>	<b>\$1,539</b>	<b>\$1,585</b>	<b>\$43</b>	<b>3%</b>
Support Staff	0	0	12	0	0	0	0	0	0	-	-
Salary & Wages.	0	0	12	0	0	0	0	0	0	0	-
Benefits.	0	0	0	0	0	0	0	0	0	0	-
Communications.	0	0	6	0	0	0	0	0	0	0	-
Travel.	0	0	0	0	0	0	0	0	0	0	-
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	0	0	249	130	17	17	18	18	19	-114	-87%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	0	0	0	0	0	0	0	0	0	0	-
Services From Other Fnds Agency.	0	0	0	11	18	18	18	19	19	7	59%
Equipment.	0	0	0	0	0	0	0	0	0	0	-
Misc Operating Expense.	0	414	1,216	1,372	1,285	1,317	1,362	1,409	1,457	-86	-6%
Direct Costs.	0	0	0	0	0	0	0	0	0	0	-
<b>Operating Expenses.</b>	<b>0</b>	<b>414</b>	<b>1,471</b>	<b>1,514</b>	<b>1,320</b>	<b>1,352</b>	<b>1,398</b>	<b>1,445</b>	<b>1,494</b>	<b>-194</b>	<b>-13%</b>
Utilities.	0	0	0	0	0	0	0	0	0	0	-
Risk Pool.	0	0	0	0	0	0	0	0	0	0	-
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
Total Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
660809-Carry-Forward: Other Expenses	0	0	419	0	92	99	97	94	91	-419	-100%
<b>All Expenses.</b>	<b>\$0</b>	<b>\$414</b>	<b>\$1,902</b>	<b>\$1,514</b>	<b>\$1,412</b>	<b>\$1,451</b>	<b>\$1,494</b>	<b>\$1,539</b>	<b>\$1,585</b>	<b>-\$101</b>	<b>-7%</b>
All Transfers In.	0	709	233	0						0	-
All Transfers Out.	0	0	0	0						0	-
Net Transfers.	0	709	233	0	0	0	0	0	0	0	-
<b>Operating Income (Loss).</b>	<b>\$0</b>	<b>\$295</b>	<b>-\$295</b>	<b>-\$145</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$145</b>	<b>-100%</b>
<b>Ending Fund Balance</b>		<b>\$295</b>		<b>\$151</b>							

<sup>41</sup> SP780- Downtown Campus and TR109 Downtown Campus Central Ops

## INSTRUCTIONAL RELATED ACTIVITIES (IRA) <sup>42</sup>

### IRA BUSINESS PLAN REPORT

	Actual. FY 16-17 YearTotal	Actual. FY 17-18 YearTotal	Revised Budget. FY 18-19 YearTotal	Actual. FY 18-19 YearTotal	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.	2019/20 Original Budget change from 2018/19 Actuals Amount	Percent
	a	b	c	d	e	f	g	h	i	j = e - d	k = j/d
General Fund Allocation	\$0	\$3	\$0	\$1	\$0	\$0	\$0	\$0	\$0	-\$1	-100%
501102-I.R.A. Fee	2,745	2,784	2,973	0	0	0	0	0	0	0	-
501400-Allowancedoubtfulhigherdfees	-3	-8	0	0	0	0	0	0	0	0	-
580020-Sales And Serv Educ Act	0	0	0	0	0	0	0	0	0	0	-100%
580090-Misc Revenue	2	0	0	0	0	0	0	0	0	0	-
Revenue	2,744	2,776	2,973	0	0	0	0	0	0	0	-100%
Cost Recovery	0	0	0	0	0	0	0	0	0	0	-
<b>Total Revenues / Other Sources.</b>	<b>\$2,744</b>	<b>\$2,779</b>	<b>\$2,973</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$1</b>	<b>-100%</b>
Support Staff	20	14	0	26	0	9	10	0	0	-26	-100%
<b>Salary &amp; Wages.</b>	20	15	0	28	0	9	10	0	0	-28	-100%
0	0										
<b>Benefits.</b>	0	0	0	0	0	0	0	0	0	0	-100%
Communications.	1	1	0	0	0	0	0	0	0	0	-
Travel.	48	69	24	93	0	0	0	0	0	-93	-100%
Capital Outlay Projects.	0	0	0	0	0	0	0	0	0	0	-
State Pro Rata Charges.	0	0	0	0	0	0	0	0	0	0	-
Contractual Services.	85	20	180	30	30	150	150	0	0	0	-1%
Lease Bond Payments.	0	0	0	0	0	0	0	0	0	0	-
It Costs.	38	0	0	23	0	0	0	0	0	-23	-100%
Services From Other Fnds Agncy.	0	6	0	6	0	0	0	0	0	-6	-100%
Equipment.	77	4	0	15	0	0	0	0	0	-15	-100%
Misc Operating Expense.	360	282	976	207	567	309	314	0	0	360	174%
Direct Costs.	2,250	2,239	2,120	2,120	2,270	2,365	2,484	0	0	150	7%
<b>Operating Expenses.</b>	<b>2,859</b>	<b>2,621</b>	<b>3,300</b>	<b>2,494</b>	<b>2,867</b>	<b>2,824</b>	<b>2,948</b>	<b>0</b>	<b>0</b>	<b>374</b>	<b>15%</b>
Utilities.	0	0	0	0	0	0	0	0	0	0	-
Risk Pool.	0	0	0	0	0	0	0	0	0	0	-100%
Work Study.	0	0	0	0	0	0	0	0	0	0	-
Financial Aid.	0	0	0	0	0	0	0	0	0	0	-
Non-Expenditure Disbursement.	0	0	0	0	0	0	0	0	0	0	-
<b>Total Financial Aid.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
660809-Carry-Forward: Other Expenses	0	0	229	0		60	40	0	0	0	-
<b>All Expenses.</b>	<b>\$2,880</b>	<b>\$2,637</b>	<b>\$3,529</b>	<b>\$2,522</b>	<b>\$2,867</b>	<b>\$2,893</b>	<b>\$2,997</b>	<b>\$0</b>	<b>\$0</b>	<b>\$345</b>	<b>14%</b>
All Transfers In.	2,789	2,659	3,241	2,717	2,867	393	378	0	0	150	6%
All Transfers Out.	2,747	2,649	2,913	0	0	2,913	2,913	0	0	0	-100%
Net Transfers.	42	10	327	2,717	2,867	-2,520	-2,535	0	0	150	6%
<b>Operating Income (Loss).</b>	<b>-\$93</b>	<b>\$152</b>	<b>-\$229</b>	<b>\$196</b>	<b>\$0</b>	<b>-\$5,414</b>	<b>-\$5,532</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$196</b>	<b>-100%</b>

<sup>42</sup> Includes: TAXXX (excluding TA650 and TA050)



## ASSOCIATED STUDENTS

### **FY19-20 Budget – Storyline**

#### **Outline:**

Associated Students (AS) serves as the voice of the student interests and promotes an enriched co-curricular university life experience. It is dedicated to the empowerment of SF State's diverse student body with the combined effort of various programs and departments throughout campus, providing student services and programs, while encouraging external advocacy efforts.

AS continues to work on stabilizing the organization in 2019/20 by finalizing the process of hiring a permanent Executive Director. Its Board of Directors reviewed and approved the attached budget proposal on April 19, 2019. The document accounts for and projects the priorities and viability of both the Student Center Body fee (related to the Cesar Chavez Student Center building) as well as the Associated Students fees through 2029/30.

The attached proposal outlines the AS's commitment to continue its focus on assessment of its current programs and services, which will pave the way for a strategic plan process for the next five years. For this reason the Budget request is only 0.9% higher than the approved Budget for 2018/19. Though we anticipate savings in the current year, we embark on 2019/20 with a plan to continue to assess and grow the Enhanced Auxiliary.

#### **Strategic Initiative Funding:**

The FY 2019/20 proposed budget plan was prepared with great awareness of the dependency on the two separate student fees which support AS. As priorities were reviewed, consideration was given to items that would enhance the growth of the organization's human capital and finalization of the organizational structure of the newly enhanced Auxiliary. The most critical items proposed to be funded in the coming year are the following:

- 1) One time operational support of \$186,000 for the Project Rebound expanded function - effectively allowing the expansion efforts of this important program onto other CSU campuses to go into its fourth year
- 2) Hiring of one FT professional staff in our Human Resources department, to assist with hiring efforts of several important AS positions currently vacant
- 3) A one-time \$50,000 "seed" investment into leasing of office space outside of the Cesar Chavez Student Center building, to meet our increased need for office space

- 4) A one-time \$22,000 spending to support the 2019/20 celebration of the 75 years of Associated Students on the SFSU campus.
- 5) Overall plan to fill the many currently vacant positions in the organization, which have been previously approved but not filled due to the impact on our small HR department.

For the 2019/20 Fiscal Year, Associated Students is looking to expand its office footprint, by investing a \$50,000 towards renting offices off campus to accommodate our growing staff. We are currently at full capacity – operating with several offices with 7-8 students in less than 250 sq. ft of space, and each individual office slated for professional staff full. With the many vacancies in the organization, we are finding that the small HR department, as well as a lack of office space is holding AS back from hiring and realizing its full enhanced potential.

Having found out that there is no additional space on campus to rent, we are currently negotiating with nearby Stonestown, Holloway Project developers, as well as the Downtown campus to determine if there is an opportunity related to potentially moving anywhere between 1-5 staff persons out of the Cesar Chavez Student Center building in 2019/20. The move would likely not take place until 1/1/2020, and we anticipate \$50,000 to be a sufficient amount to cover a rental of an office space. The three mentioned places vary significantly in the per square footage price for their rentals, making our projection a preliminary calculation that will hopefully provide surplus at the end of the six months of occupancy at a finally chosen location.

#### **Revenue Assumptions:**

AS Revenues consist of five major categories (figures for proposed 2019/20 included):

1	Student Fees (AS & CCSC Fee)	\$6,997,873
2	Grants	722,571
3	Programs generated revenues	1,283,433
4	U-Corp Return	135,000
5	Investment	192,281
	<b>Total</b>	<b>\$9,331,158</b>

AS Revenues mostly remain constant year over year, as the organization continues to be heavily dependent on the two student fees to support the majority of its operation. For the upcoming 2019/20 Budget year, the biggest impact to the AS Revenues comes from the 5% increase to

Childcare Tuition at the AS Early Childhood Education Center as well as a \$100,000 increase to the CCSC fee request, which still meets all the other obligations of the said fee.

### **Fees:**

Associated Students manages the budget of two student fees, the AS fee of \$54 and the Student Center Body fee of \$82 per student per semester - for Student Center Body Fee only a portion of the fee related to the Cesar Chavez Student Center building. AS collects and utilizes for its annual operation a 100% of the AS Fee after funding a capital reserve and a repair and replace account. A portion of the Cesar Chavez Student Center, which covers expenses related to managing programs which transferred over during the merger of AS and the CCSC in 2014 is also collected and utilized for the support of AS operation ( after such time that the Student Union fee priorities are funded, such as the bond obligation, funding of capital major and minor projects to maintain the Student Union building, health benefits payment for staff who retired with the Student Center prior to its dissolution and a maintenance of a minimum 1.35 DSCR<sup>43i</sup> ratio).

In order to project a viable ten year financial plan for the organization, the proposed budget contains a projected increase in fees for the Student Center and Associated Students, which AS may later formally propose. Currently, the AS student fee is \$54; this fee is proposed to increase over a three year period beginning FY 2022/23 (\$70), 2023/24 (\$75), 2024/25 (\$80) for a total of \$26 increase. Additionally, the Student Center Fee, currently \$82, is proposed to increase over another three year period beginning FY 2024/25 (\$91), 2025/26 (\$100), and 2026/27 (\$109) for a total of \$27 increase from the current levels.

The proposed Budget continues to prioritize the Cesar Chavez Student Center Bond payment and maintenance of appropriate levels of debt service coverage ratios. Additionally, both fees continue to fund Repair and Replace reserves for both the Student Center building as well as the Early Childhood Education Center building.

The last fee increase for Associated Student was in 2011 and the Student Center last increased its fees in 2004, during which time both organizations made commitments to not implement increases for ten year. Since the last increases in 2004 and 2011, respectively, both organizations have met and exceeded the commitments made during the last increase, which guaranteed an increase would not occur within a ten-year period.

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<sup>43</sup> DSCR-Debt service coverage ratio

### **Personnel Planning:**

For the Fiscal year 2019/20 Associated Students is proposing of one new permanent position, slated to assist with hiring processes in our HR department - Human Resources Coordinator. The reflected increase in the Personnel department outlines the AS commitment to hire the currently vacant or interim filled positions which have been approved by the BOD and the campus in the previous years, but were not hired due to the impact on our HR department. Those positions are: Executive Director, Assistant Executive Director of Programs and Services, Leadership Development Coordinator, Senior Director of Finance, Webmaster, Budget Analyst, Building Manager, IT Manager, Events Manager, Marketing Office Manager and Marketing Designer. The 2019/20 Budget accounts for the filling of the already approved positions, though it is anticipated that they will be filled one to two at a time, throughout the Fiscal Year.

### **Comprehensive Financial Position:**

AS continues to successfully manage its \$9M annual organizational budget. In the recent years, since the merger of two Auxiliary organizations into one, Associated Students shifted its budgeting approach to focus on strategic budgeting, such that we at all times understand how any spending this year affects the financial health of the organization in three, five and ten years. We continue to budget from the bottom up, utilizing the talent of those leaders who are experts in their areas along with priorities identified by our Board. We work those priorities against the financial realities of student enrollment, CSU, campus and other State priorities to create a document that best represents AS vision, direction and strategy, while complementing the initiatives of our greater campus and CSU priorities.

Our financials continue to demonstrate a well managed financial picture - and one that reflects the priorities of not only the Associated Students, but the campus as a whole.

Our team encourages a conversation with the Administration and Finance related to sustainability of the AS operation with two fees, one of which has its own priorities and vested interest from two other entities, University Corporation as well as Campus Facilities and Operations. Strategically, five years after the merger, many valuable lessons were learned and AS would welcome an opportunity to share some of them and discuss a sustainable plan to support AS independently of the Student Center Body fee or the CCSc building, neither of which it currently manages or operates.

# ASSOCIATED STUDENTS BUSINESS PLAN REPORT

	Actual FY 16-17 YearTotal	Original Budget FY 17-18 YearTotal	Revised Budget FY 17-18 YearTotal	Original Budget FY 18-19 YearTotal	Projection Total FY 18-19 YearTotal	Budget Request FY 19-20 YearTotal	Planned FY 20-21 YearTotal	Planned FY 21-22 YearTotal	Planned FY 22-23 YearTotal	Planned FY 23-24 YearTotal	2019/20 Budget Request change from 2018/19 Projection Amount Percent	
	b	c	d	e	g	h	i	j	k	l	m-n	o-p/q
REVENUES												
501110- Misc Fees- Ucorp		328	79	290	82	135	139	143	148	152	53	65%
501110 - Misc Fees -ECCE	12	13	6	13	13	13	14	14	15	15	0	3%
501900 - Net Student Ctr Fee	3,698	3,608	3,608	3,629	3,618	3,703	3,733	3,804	3,861	3,919	85	2%
501901 - Student Fees- Fall	1,496	1,484	1,549	1,576	1,596	1,598	1,647	2,167	2,356	2,551	3	0%
501902 - Student Fees- Spring	1,440	1,484	1,444	1,533	1,507	1,533	1,580	2,078	2,260	2,447	27	2%
501903 - Student Fees- Summer	175	130	141	127	141	141	144	147	150	153	0	0%
501904 - Student Fees- Prior Yr	-7	0	12								0	-
503401 - Contribution	281	2	278	8	142	146	150	155	159	164	4	3%
503900 - Contr- Grants Contribution	449	478	513	668	560	577	606	696	717	739	17	3%
503906 - Fundraising related revenue	0	0	-		1	1	1	2	2	2	0	3%
504900 - Commission- Vending	11	14	10	12	11	11	11	12	12	12	0	3%
504902 - Commission - MUNI	6	8	2	4	2	2	2	2	3	3	0	3%
504905 - Space Rental	19	12	20	21	19	20	20	21	21	22	1	3%
504907 - Crafts Fair	12	11	16	13	16	17	17	18	18	19	0	3%
506900 - NA Released Fr Restr-Aux Only	274	25	0	25 -		0 -						
508001 - Interest- RMP	87	82	179	109	147	151	154	157	160	164	4	3%
508900 - Interest- ILC	1	0	1	22	2	2	2	2	2	2	0	3%
508901 - Investment Interest	33	19	72	0	38	39	42	43	44	44	1	3%
508902 - Interest- Student Fees	38	0	54	40	21	22	22	23	24	24	1	3%
580090 - Misc Rev	29	19	17	20	50	51	54	56	58	60	1	3%
580900 - Insurance Service Fee			-	-	-	-	-	-	-	-		
580902 - Misc Fees	34	41	71	31	40	42	44	47	49	51	2	5%
580903 - Misc Rev	27	1	39	1 -		0 -						
580910 - Recharge - Utilities	11	0	0	-		0 -						
580911 - Recharge- Custodial	5	5	8	9	8	9	9	9	10	10	-8	-100%
580916 - Misc Recharge	3	0	5	4	3	4	4	4	4	4	5	151%
580918 - Misc Rev- Mgr OT	25	25	33	17	33	34	35	36	37	38	-29	-89%
580936 - Child Care Tuition- Fall	345	383	407	415	423	424	437	450	463	477	-350	-92%
580937 - Child Care Tuition- Spring	355	425	440	437	465	473	487	502	517	532	-41	-9%
580938 - Child Care Tuition- Summer	109	102	121	105	142	149	153	158	163	168	331	233%
580939 - Child Care Tuition- Winter	17	22	36	37	37	34	35	36	37	38	112	303%
580993 - Prior Year Adjustments						0	0	0	0	0	0	-
580993 - Transfer from Other Appropriations	76		2									
Revenues Total	9,064	8,725	9,165	9,167	9,116	9,331	9,541	10,780	11,288	11,810	215	2%
Total Revenues / Other Sources.	9,064	8,725	9,165	9,167	9,116	9,331	9,541	10,780	11,288	11,810	215	2%
EXPENSES:												
Payroll and Benefits												
601000 - Serialized Positions	2,001	2,284	1,632	2,833	2,142	2,802	2,872	2,943	3,039	3,138	660	31%
601301 - OT	14	15	17	16	19	19	19	20	20	21	0	0%
601302 - Temporary Help			0	25	0	5	6	6	6	6	5	#DIV/0!
601303 - Student Assistants	1,400	1,353	1,405	1,815	1,612	1,771	1,815	1,860	1,921	1,983	159	10%
601900 - Admin Part Time	62	80	119	84	90	84	86	88	91	94	-6	-7%
601901 - Admin Salaried			0	0	0	0	0	0	0	0		#DIV/0!
601902 - Head Teachers Temp Summer	5	136	17	0	22	0	0	0	0	0		
601908 - Head Teachers Salaried	380	106	412	0	0	0	0	0	0	0	0	#DIV/0!
603000 - Staff Benefits	932	948	973	1,157	982	1,193	1,217	1,242	1,267	1,305	212	22%
Total Payroll and Benefits	4,794		4,575	5,931	4,868	5,874	6,015	6,189	6,344	6,547	1,008	21%
Operating Expenses												
604001 - Telephone	32	35	30	36	36	36	37	38	39	40		
604002 - Network Comm	2	3	2	3	3	3	3	3	3	3		
605000 - Utilities	17	20	17	20	20	18	18	19	19	20		
606001 - Travel in State	64	53	60	54	54	79	80	82	85	87		
606002 - Travel Out of State	4		30	10	32	32	26	27	27	28		
607010 - Lease Purchase	1	2	1	6	6	0	0	0	0	0		
607022 - Design Archt Fees		34		0	0	30	31	31	32	33		
607034 - Constr Archt Fees				3	3	3	3	3	3	3		
613001 - Contractual Serv	178	473	269	172	171	231	236	303	312	322		
613801 - Independent Contractors				0	0	0	0	0	0	0		
613900 - Auditors	43	69	55	44	44	44	45	46	47	48		
613903 - Auxiliary Business Serv	505	476	488	476	476	476	484	497	512	527		
613905 - SUB CONTRACT services	722	378	938	906	906	952	958	993	1,022	1,053		
616900 - Computer Maintenance	0	1		1	1	1	1	1	1	1		
619002 - Non Dep Computer equip	32	15	33					0	0	0		
619003 - Non Dep Furni/ Equip	20		16					0	0	0		
619004 - Depr Furni/ Equip	8			39	39 -			0	0	0		
660001 - Post/ Freight	3	5	2	3	7	3	3	3	4	4		
660002 - Printing	19	40	32	49	49	43	44	45	46	48		
660003 - Supplies and Services	95	6	18	7	7	7	7	7	7	7		
660009 - Prof Development (HR)	20	31	15	25	25	25	26	26	27	28		
660010 - Insurance	30	48	36	52	53	53	54	55	57	59		
660061 - R&M Building Maintenance	13	74	15	39	57	46	47	48	50	51		
660064 - Depr-Leasehold Improvement (GAAP)	308											
660064 - R&M Landscape & Grounds Main			33					0	0	0		
660024 - OH -Contract Grants		9	0					0	0	0		
660804 - Stipends	208		227	291	234	291	296	303	313	322		
660817 - Other Cost	138	148	75	105	104	105	107	110	111	114		
660822 - Tuition & Fees	6		7	6	6	6	6	6	6	7		
660843 - Computer Equip <1K	0	2		0				0	0	0		
660900 - Equipment Rental		1	0	1	1	1	1	1	1	1		
660901 - Facilities Rental	28	9	16	15	15	15	15	15	16	16		
660902 - Loss/ Damage		2	1	1	1	1	1	1	1	1		
660903 - Bad Debt	12	1	13	2	2	2	2	2	2	2		
660904 - Office Supplies	84	82	64	90	84	88	85	84	85	86		
660905 - Bank Service Fees	28	33	27	38	38	32	32	33	34	35		
660906 - Child Care Supplies	38	25	14	21	21	19	19	20	20	21		
660907 - Custodial Supplies	0	16	14	23	23	18	18	19	19	20		
660909 - Historical Events	45	44	31	59	58	52	53	54	56	57		
660910 - Donatet Honorary/ Scholrs	68	43	27	65	65	65	66	68	70	72		
660911 - Film Rental	3	7	1	6	6	6	6	7	7	7		
660912 - Fingerprinting Fees	5	4	3	4	4	5	5	5	5	5		
660913 - Books & Sub	27	38	31	34	34	32	33	35	36	38		
660914 - Computer Software	1	0	14	0	0	0	0	0	0	0		
660915 - Photocopies (9021 only)	14	17	9	8	8	10	10	10	10	11		
660916 - Express Shipping	1	1	2	2	2	1	1	1	1	1		
660918 - Investment Management Fees	2	2	2	2	2	2	2	2	2	2		
660920 - Armored Services	6	11	14	10	10	10	10	10	11	11		
660927 - Equip R&M	1		6	17	17	14	14	14	15	15		
660934 - Pest Control			1	2	2	2	2	2	2	2		
660943 - Compliance Fees	11	13	2	12	11	12	12	12	13	13		
660944 - Licensing Fees	1		2	1	1	1	1	1	1	1		
660946 - Special Events	43	42	74	53	53	42	42	43	45	46		
660947 - Memberships	3	8	4	5	5	6	6	7	7	7		
660948 - Advertising	28	47	32	39	40	39	40	39	40	42		
660949 - Staff Development				16	16	9	9	9	10	10		
660950 - Hospitality	58	75	82	67	67	121	123	127	130	134		
660951 - Snacks	8	8	7	8	8	8	8	8	8	9		
660952 - Janitorial Services	53	55	53	58	58	54	55	56	58	60		
660953 - Attorney Fees	109	60		66	66	76	78	79	82	84		
660962 - Student Support	3	3	3	5	5	8	8	8	8	9		
660964 - Late Fees	1		1	1	1	1	1	1	1	1		
662001 - Spon. Pgms F&A IDC				0	-			0	0	0		
660026 - Transfer to Other Funds	2		2	0				0	0	0		
Capital Equipment / Allowances				206	190	204	207	212				

## FOUNDATION

### **FY19-20 Budget – Storyline**

#### **Overview:**

The San Francisco State University Foundation (the Foundation) is a non-profit corporation that raises and manages gifts from individuals, foundations and corporations solely for the benefit of San Francisco State University. The Foundation is comprised of business and civic leaders who care about the University and who advance its mission by seeking and securing private support for its programs.

Established in 2007, the Foundation is the catalyst and conduit through which gifts and endowment income flow. The Foundation is governed by board members who comprise a powerful network of business and civic leaders who share their exceptional expertise on a vast range of topics, from sustainability to investment management, from marketing to government relations. They evangelize on behalf of the University and help raise funds to support scholarships and facilities, as well as an array of exciting programs that help create promising futures for students. We engage with alumni, parents, friends and businesses to secure and deepen support for San Francisco State.

The Foundation works with its investment management firm, Cambridge Associates to manage the University's growing endowment by determining acceptable risks in the portfolio, maximizing investment returns, minimizing investment expenses and improving endowment reporting and stewardship. The Foundation's \$125 million endowment is comprised of nearly 400 individual endowment funds.

#### **Revenue and Operating Expenses:**

In FY 2019-2020, the Foundation board approved 4% of the endowment or \$3,162,840 to the campus for scholarships, endowed chair, campus programs, fellowships and other purposes. Additionally, the operating budget for FY 2019-2020 includes funding for additional staff support, in particular, a Director of Communications and a part-time events support. The Foundation has also increased its hospitality line to provide \$40,000 to support presidential onboarding activities and events. \$25,000 have been set aside to resume the strategic planning process in 2020 and \$50,000 for anticipated unrelated business income tax (UBIT). Finally, in keeping with the CSU 6-month reserve policy, the Foundation has added an additional \$120,000 to the budget to meet this requirement.

## SF STATE FOUNDATION BUSINESS PLAN REPORT

	Original Budget FY 19-20 YearTotal.	Planned FY 20-21 YearTotal.	Planned FY 21-22 YearTotal.	Planned FY 22-23 YearTotal.	Planned FY 23-24 YearTotal.
	l	m	n	o	p
General Fund Allocation	0	0	0	0	0
503913-Administration Fees	2,143	2,208	2,274	2,342	2,412
Revenue	2,143	2,208	2,274	2,342	2,412
Cost Recovery	0	0	0	0	0
<b>Total Revenues / Other Sources.</b>	<b>\$2,143</b>	<b>\$2,208</b>	<b>\$2,274</b>	<b>\$2,342</b>	<b>\$2,412</b>
Salary & Wages.	0	0	0	0	0
Benefits.	0	0	0	0	0
Communications.	0	0	0	0	0
Travel.	22	22	23	23	24
Capital Outlay Projects.	0	0	0	0	0
State Pro Rata Charges.	0	0	0	0	0
Contractual Services.	341	344	354	365	376
Lease Bond Payments.	0	0	0	0	0
It Costs.	0	0	0	0	0
Services From Other Fnds Agency.	380	391	403	415	427
Equipment.	0	0	0	0	0
Misc Operating Expense.	1,067	1,099	1,132	1,166	1,201
Direct Costs.	0	0	0	0	0
<b>Operating Expenses.</b>	<b>1,810</b>	<b>1,856</b>	<b>1,912</b>	<b>1,969</b>	<b>2,028</b>
Utilities.	0	0	0	0	0
Risk Pool.	0	0	0	0	0
Work Study.	0	0	0	0	0
Financial Aid.	0	0	0	0	0
Non-Expenditure Disbursement.	0	0	0	0	0
Total Financial Aid.	0	0	0	0	0
660809-Carry-Forward: Other Expenses					
<b>All Expenses.</b>	<b>\$1,810</b>	<b>\$1,856</b>	<b>\$1,912</b>	<b>\$1,969</b>	<b>\$2,028</b>
All Transfers In.					
All Transfers Out.					
Net Transfers.	0	0	0	0	0
<b>Operating Income (Loss).</b>	<b>\$334</b>	<b>\$351</b>	<b>\$362</b>	<b>\$373</b>	<b>\$384</b>

## UNIVERSITY CORPORATION

### FY2019-20 Budget – Storyline

#### Revenue

##### *Grants and Contract*

Revenue from grants and contracts has been in steady decline for UCorp as more grants that can be received directly by the campus have gone to the campus. UCorp continues to receive foundation grants that require a 501(c)3 recipient. For FY 19-20, UCorp is projecting to receive an uptick in grants and contracts indirect cost (IDC) due to receiving a few large foundation grants for the Guardian Scholars program.

In planning for IDC revenue in future years, UCorp has projected \$100,000, which would be 19% over FY 18-19 projected and -13% less than FY 19-20. We recognize that this is an unpredictable source of revenue; thus, we have planned accordingly.

##### *Program Revenue and Accounting Service Admin Fee (ASF)*

UCorp charges an accounting service fee (ASF) for revenue earned for its campus programs as well as an administration fee for business management services provided to the campus. Examples of the types of business management services provided to the campus are the handling of commencement (all expenses and contracts associated with Oracle Park run through UCorp), and the management of the Holloway project. UCorp charges 5% on all gifts received for the campus under UCorp and 10% on income-generating programs. UCorp has started recording the ASF associated with the construction rent received during the construction phase of the Holloway Project, which is expected to open in Fall 2020.

##### *Business Service Income*

Food Vendors/Other Bus Revenue– This category represents rental revenue from vendors renting space and providing food services on campus outside of housing and the Cesar Chavez Student Center. Increases are based on CPI in the terms of the agreement. This category also includes other food services offered on campus. Future years' projections are based on an increase in revenue of 3% per year.

Our annual Follet commission has been budgeted based on the estimated minimum of the prior fiscal year, which would be no lower than 10% of the commission received in the prior year. Starting in FY 1920 UCorp is working with Follet to ensure that revenue does not continue to drop by 10% annually, as has been the case for the last several years. UCorp has budgeted the floor at \$791,000. The projection for the next four years UCorp used that floor to project revenue earned. This assessment is based on several new initiatives expected to increase revenue.

##### *Self- Operations- Retail*



This category represents that retail locations that UCorp operates on campus. The retail locations are the Lobby Shop, Healthy U, Open 24 and Ctrl P. We are projecting a 5% increase in sales for Ctrl P and a 1% increase for Lobby Shop, Healthy U and Open 24 over last fiscal year revenue. Lobby Shop and Healthy U are projecting steady increases in sales. Open 24 (formerly Shop 24) will have its first full year of operation since opening in late Fall 2018. Open 24 sales are steadily increasing but it has yet to reach Shop 24's performance when it was at its high.

## **Expenses**

### *Personnel Expenses*

Salaries and wages represent salaries associated with UCorp operations staff that work in the self-operation locations. The overall increase of 2% over prior year budget is due to changes in minimal wage and general salary increases. Future salaries are projected to increase 3% year-over-year.

UCorp calculates its benefits using a burden pool. Benefits are projected to increase 5% over the prior year budget, which is mainly attributed to the increase in salaries since benefits are a blended rate of 35% of salaries. The burden pool rate was not increased in FY 18-19.

### *Support Services – Salary and benefits (campus)*

This category represents the salary and benefits reimbursed to the campus for the administration staff of UCorp. The overall increase is 12% from prior fiscal year budget, primarily due to projected GSI of 3%, two new positions, and several reclassifications of staff.

### *Contractor expenses*

### *Auditor*

Auditing services have been budgeted lower than the previous fiscal year because the cost for FY 17-18 included overages due to the increased auditing cost associated with the timely completion of the FY 17-18 audit. Auditing cost for FY 19-20 has been budgeted in accordance with the audit firm's audit submission.

### *Legal*

Management's assumptions regarding legal fees are appropriate and budgeted to earmark the need for legal counsel as anticipated needs arise around personnel or contractual obligations.

### *Consultant*

This category represents budgeted cost for consultants used to assist management with its fiduciary responsibility for maintaining its 403 (B) retirement plan for its employees. This category also includes UCorp's need for temporary employee services to assist with staff coverage due to unanticipated extended time off or during peak periods such as during year-end.

### *Other Campus*

This category represents costs reimbursed to the campus for unemployment insurance, workers compensation, telephone and copier. The budget is prepared using the annualized amount of the previous year and some variances are expected.

### *Business Services Expenses – Rental Expenses*

Business Services Expenses – Rental Expenses includes the rental expense for the bookstore occupied by Follett. UCorp has contracted with Follett to run the SFSU Bookstore for which UCorp receives commission. This category also includes pass-through payments to the campus for Lot 25. UCorp has entered into an agreement with the campus to manage a section of Lot 25.

UCorp has continual expenses related to utilities that were not passed through to vendors and expenses related to the Village, which represents a pro rata attribution of costs based on square footage associated with spaces occupied by UCorp food vendors.

### *Non-Operating Revenue/Expenses*

University Support – Board Appropriations – This category includes support provided by UCorp to the campus for various initiatives, which includes support to the campus president for expenses of that office, and various initiatives or fundraisers that UCorp is asked to support annually.

UCorp has budgeted \$150,000 as part of support for the Cost Allocation expense. UCorp will use this budgeted line item to cover the capital outlay that UCorp has made to build out the space for the university faculty club (UClub) and to cover ongoing expenses not covered by ongoing revenue projected to be generated.

### *Investment Income*

This category is currently budgeted using a 5-year smoothing approach. This approach bases the anticipated return for FY 19-20 on 5.7% of a \$22.04M smoothed portfolio. This approach provides U Corp with more stability in its budgeting process, as we can account for years with variable performance. As an example, during the 2017-2018 FY, U Corp's investment income was \$1.5 million. In FY 2016-17, U Corp's investment income was \$1.9 million. Beacon Pointe, UCorp investment consultant, and U Corp's finance committee review the U Corp investment portfolio regularly. The finance committee reviews the portfolio to make sure it is performing according to the stated benchmarks and while always considering UCorp's business objectives. The finance committee also compares UCorp investment portfolio and earnings to other similar institutional investors of similar size.

## UNIVERSITY CORPORATION BUSINESS PLAN REPORT

	Actual FY 16-17 Year Total	Actual FY 17-18 Year Total	Projected Total FY 18-19 Year Total	Budget FY 19-20 Year Total	Planned FY 20 - 21 Year Total	Planned FY 21 - 22 Year Total	Planned FY 22 - 23 Year Total	Planned FY 23 -24 Year Total	2019/20 Budget Request change from 2018/19 Projection Amount	Percent
	a	b	c	d	e	f	g	h	i=d-c	j=i/c
General Fund										
<b>Revenue</b>										
Grants and Contract revenue - Indirect Cost	65	54	82	116	100	100	100	100	34	41%
Program Revenue - Campus Programs Admin Fee	137	311	446	454	454	454	454	454	8	2%
<b>Business Service Income:</b>										
Food Vendors/Other Bus Revenue	274	587	613	547	564	581	598	616	-66	-11%
Administration Revenue - Vendors Student Center	119	244	252	256	264	272	280	289	5	2%
Follett Commission	440	741	805	791	791	791	791	791	-14	-2%
Copy Center	86	242	263	267	273	278	284	289	5	2%
LobbyShops/Shop 24	761	1,538	1,540	1,641	1,674	1,707	1,741	1,776	101	7%
Cost of Goods Sold	-441	-882	-886	-936	-954	-973	-993	-1,012	-49	6%
Other Revenue	2	0	9	0					-9	-100%
<b>Total Revenue</b>	<b>\$1,443</b>	<b>\$2,835</b>	<b>\$3,122</b>	<b>\$3,136</b>	<b>\$3,165</b>	<b>\$3,210</b>	<b>\$3,255</b>	<b>\$3,302</b>	<b>\$15</b>	
<b>Expenses/ Management and General</b>										
Personnel Expenses										
Salaries and Wages	188	418	455	464	478	492	507	522	9	2%
Benefits	65	147	159	167	177	182	188	193	8	5%
Support Services - Salary and benefits(campus)	830	1,790	1,894	2,121	2,185	2,250	2,318	2,387	227	12%
Operating Expense	139	326	288	357	367	378	390	401	68	24%
Travel/Staff Development	3	13	17	19	19	20	20	21	2	10%
Depreciated Expense	22	42	49	52	14	13	13	13	3	6%
Contractor Expenses:		0								
Auditor	46	98	112	77	80	82	85	87	-35	-31%
Legal	4	1	3	5	5	5	5	5	2	73%
ADP	6	18	20	19	20	20	21	21	0	-2%
Insurance	21	25	31	31	31	31	31	31	0	0%
Consultants	29	28	50	40	42	44	46	48	-11	-22%
Other - Campus	8	18	17	24	24	25	25	26	7	38%
Rent - Campus	21	42	42	42	42	42	42	42	0	0%
Board Appropriation	0	0	3	3	3	3	3	3	0	0%
Business Services Expenses -Rental Expenses	258	745	632	671	691	711	733	755	39	6%
<b>Total Management and General Operating Expenses</b>	<b>1,642</b>	<b>3,711</b>	<b>3,773</b>	<b>4,091</b>	<b>4,177</b>	<b>4,299</b>	<b>4,425</b>	<b>4,556</b>	<b>318</b>	
<b>Non Operating Sources and Uses</b>										
Plant Fund Allocation										
University Support - Board Appropriations	-50	-77	-66	-75	-75	-75	-75	-75	-9	14%
UCorp scholarship endowment (Franciscan)Board Appropriations			0							
Cost Allocation Expense - Campus		-152	-150	-150	-150	-150	-150	-150	0	0%
Transfer - Holloway Project		-121	99						-99	-100%
Plant Fund Allocation - Open 24 Refresh			-92	0					92	
Miscellaneous Transfer - Fund Operating Reserve for FY 18-19	619		0							
Net Investment Income: Interest, Dividends, Realized/Unrealized Gains	927	1,550	946	1,478	1,537	1,599	1,663	1,729	532	56%
Investment Fees	-36	-87	-114	-178	-178	-178	-178	-178	-64	56%
<b>Total Non-Operating Revenue (expense)</b>	<b>\$1,460</b>	<b>\$1,113</b>	<b>\$623</b>	<b>\$1,075</b>	<b>\$1,134</b>	<b>\$1,196</b>	<b>\$1,260</b>	<b>\$1,326</b>	<b>\$452</b>	
<b>Net Income( Loss )</b>	<b>\$1,262</b>	<b>\$237</b>	<b>-\$29</b>	<b>\$120</b>	<b>\$122</b>	<b>\$106</b>	<b>\$89</b>	<b>\$73</b>	<b>\$149</b>	

UNIVERSITY CORPORATION – THREE YEARS OF ACTUALS FY16-17 TO FY18-19<sup>44</sup>

<b>University Corporation</b>			
	<b>2016</b>	<b>2017</b>	
	<b>Actuals</b>	<b>Actuals</b>	<b>2018 Actuals</b>
Salaries & Benefits	2,078	2,151	2,391
Operating Expenses	37	43	162
<b>496 - TF-Miscellaneous Trust Total</b>	<b>\$2,116</b>	<b>\$2,194</b>	<b>\$2,553</b>
<b>University Corporation Total</b>	<b>\$2,116</b>	<b>\$2,194</b>	<b>\$2,553</b>

<sup>44</sup> University corporation salaries in a cost recovery base to U-Corp

## GRANTS AND CONTRACTS

in thousands

### Revenues

	FY18-19 Actuals		FY19-20 Budget	
Federal Grants & Contracts	21,597	73%	21,597	75%
State Grants & Contracts	2,358	8%	2,358	9%
Local Grants & Contracts	2,072	7%	2,072	6%
Non Governmental Grants & Contracts	3,634	12%	3,342	10%
<b>Total Revenues</b>	<b>29,661</b>	<b>100%</b>	<b>29,369</b>	<b>100%</b>

### Expenses

Salary & Benefits				
Salary & Wages	10,911	37%	10,710	36%
Benefits	3,147	11%	3,061	12%
	<b>14,058</b>	<b>47%</b>	<b>13,770</b>	<b>48%</b>
Operating Expenses				
Communications			01	3%
Travel	649	2%	649	0%
Contractual Services Group	586	2%	572	3%
Information Technology Costs	68	0%	68	0%
Services from Other Funds/Agencies Group			16	0%
Equipment Group	724	2%	724	12%
Subrecipient	2,875	10%	2,875	10%
Participant Support			1,108	5%
Scholarships			28	2%
Other Operating Expenses	327	1%	5,108	2%
Rental	02	0%		
Stipends	3,870	13%		
Supplies and Services	1,080	4%		
Tuition & Fees	769	3%		
Honorarium	201	1%		
	<b>11,152</b>	<b>38%</b>	<b>11,148</b>	<b>38%</b>
Facilities & Administrative Costs	4,451	15%	4,451	15%
<b>Total Expenses</b>	<b>29,661</b>	<b>100%</b>	<b>29,369</b>	<b>100%</b>

## LOTTERY FUND

FY19-20 Budget

### Lottery Fund FY2019-20

in thousands

#### Revenues

CSU Allocation	2,344
<b>Total Revenues</b>	<b><u>\$2,344</u></b>

#### Educational Equity Program:

Outreach High School	25
Outreach-Community College	50
Community Access-Student Affairs	23
EOP Summer Bridge / Mentor Program	78
SSS / Trio Program	32
Future Scholars Program	30

**Student Affairs & Enrollment Management Total** **\$238**

Campus Academic Resource Program	237
Teach Diversity-Math & Science Initiative	190

**Academic Affairs Total** **\$427**

**Educational Equity Program Total** **\$664**

Faculty Affairs	150
Academic Affairs Instructional Equipment	1,530

**Discretionary Expenditures Total** **\$1,680**

**Total Expenses** **\$2,344**

**Net Revenues (Expenses)** **0**

**Prior Year fund Balance-Undesignated** **\$1,218**

## APPENDIX



## APPENDIX A: GLOSSARY OF TERMS

**Academic Year:** Refers to the time period beginning with the Fall Semester and ending with the Spring Semester.

**Annualized Full Time Equivalency Students (FTES):** Fall FTES added to Spring FTES divided by two plus  $\frac{1}{2}$  Summer FTES. Equivalent to College Year FTES.

**Average Unit Load (AUL):** Refers to average course load for students. While a Full Time Equivalent student is considered any student with a unit load of 6.1 or greater, the financial implications of a student taking 6.1 units versus 15 units is significant. The greater the AUL on campus, the more likely a student is to be on track to graduate within CSU targeted graduation dates.

**Base Budget:** Permanent operating budget given to a unit to continuously carry out the basic, ongoing SF State mission from one fiscal year to another.

**Benefits:** Commonly known as *staff* or *employee* benefits, i.e.: Social Security (OASDI), retirement (PERS), health coverage, dental coverage, vision, etc. The benefits available to an individual depends upon the negotiated contract of each employee's collective bargaining unit.

**Capital Outlay:** The erection, construction, alteration, painting, repair, improvement of any structure, building, road, or other improvement of the grounds or facilities of any kind, including campus utility systems. Capital projects may be subdivided into a variety of categories based on the size of the project in dollars or the source of funds. Capital Outlay includes deferred maintenance and capital improvement projects as follows:

- Major Project: A project costing more than \$709,000.
- Minor Project: A Project costing less than or equal to \$709,000.

**Capital Improvement Project (CIMP):** An activity which improves or alters an existing space or creates new space. New construction of facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds are all capital expenditures, as distinguished from maintenance/repair.

**Deferred Maintenance (DM) Or Non-Recurring Maintenance/Repair (NRMR):** Work required to restore facilities, buildings, equipment, roads, sidewalks, sewer and water systems, utility infrastructure, and grounds to their original condition or to such condition that they can be effectively used for their intended purpose, ensuring ongoing operation of the campus. Typically, this work occurs in cycles greater than one year (and is not funded as part of the new space budget allocation).



**Debt service coverage ratio (DCSR):-** The debt service coverage ratio (DCSR), also known as "debt coverage ratio" (DCR), is the ratio of operating income available to debt servicing for interest, principal and lease payments. It is a popular benchmark used in the measurement of an entity's (person or corporation) ability to produce enough cash to cover its debt (including lease) payments. The higher this ratio is, the easier it is to obtain a loan.

**Executive Order (EO):** Official memo issued by the CSU Chancellor's Office to campus presidents outlining their authority to act on their campuses.

**Federal Work Study:** Federal Funds are allocated to the campus for the purpose of hiring students with qualifying financial need. The Federal Work Study Funds cover a percent of the student's salary; the hiring campus department then "matches" the Federal Funds with a smaller percent. Typically, it is a 70/30 or 75/25 split for matching funds.

**Financial Aid Programs:** Financial aid available from federal, state and private funding sources to assist students in meeting their educational costs. Some financial aid awards are based on financial need, scholastic achievement, and/or pre-determined attributes. Financial Aid awards at SF State may include the following: Ed.D Program - Education Leadership Grant, Graduate Business Professional Grant (GBPG), Graduate Equity Fellowship (GEF), Kuhlman Loan, Middle Class Scholarship (MCS), State University Grant (SUG), Teacher Education Assistance for College and Higher Education (TEACH) Grant, and Tuition Fee Discount.

**Fiscal Year (FY):** For the State of California, and therefore the CSU and SF State, the fiscal year begins on July 1 and ends on June 30.

**Fund:** Per Executive Order 1000, a "fund" is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Full time (1.0) employee (FTE):** The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE units or equivalent employees working full-time. One FTE is equivalent to one employee working full-time.

**Fulltime Equivalency Students (FTES):** A unit of measure equal to 15 semester or quarter units per term. FTES is reached by dividing total semester or quarter hours by 15 for undergraduate students. Graduate students are 12 unit hours.

**Fund Balance:** The remaining funds available of revenues net of expenses.

**General Fund:** Also known as State Appropriation. Expenditure authority from the State based upon its collected and/or estimated collection of revenues. On an annual basis, a portion of the State of California General Fund revenues is identified by the governor for use by the CSU system. The Office of the Chancellor then redistributes CSU's appropriation funding to the 23 CSU

campuses along with an estimate of the student fee revenues each campus is expected to collect based upon their projected student enrollment.

**Head count:** an inventory of staff, faculty or students in a group taken by counting individuals.

**Incremental Budgeting:** A budget prepared using a previous period's budget or actual performance as a basis with incremental amounts added for the new budget period.

**Labor Cost Distribution:** An Oracle/PeopleSoft process that distributes payroll expenditures made in the Human Resources system to designated funding sources in the Finance system. Reports can then be generated that provide employee compensation data, including the chart field string where this data is posted in PeopleSoft Finance as expenses.

**Lottery Fund:** A portion of the California State Lottery proceeds is directed to the CSU and is then distributed by the Chancellor's Office to campuses.

**Major Capital Outlay:** Construction project where the estimated total project cost for all phases, including design and construction, is over \$656,000. State site acquisition projects, regardless of cost, are funded in major capital outlay.

**Minor Capital Outlay:** Construction project where the estimated total project cost is below \$656,000 for all phases, including design and construction.

**Non-resident Fee:** Fee paid by domestic and international non-resident students. The fee is assessed on a per-unit basis.

**One-Time Funding:** Funds allocated on a one-time basis, often for a designated project or use. Funds may be allocated in subsequent fiscal years but the funds are not intended to become a permanent addition to the recipient's base budget.

**Operating Fund:** Consists of the State Appropriation, as allocated from the Chancellor's Office, University Fees, and other student fees.

**Revenue Funds:** Self-supporting funds that generate their own revenue independent of the State's appropriation to the campus. These funds operate under the direct supervision of the campus Vice Presidents. Examples are Student Health Services, Continuing Education, University Housing, and Parking operations.

**Shortfall:** When a historic funding level is identified as insufficient to cover projected expenditures.

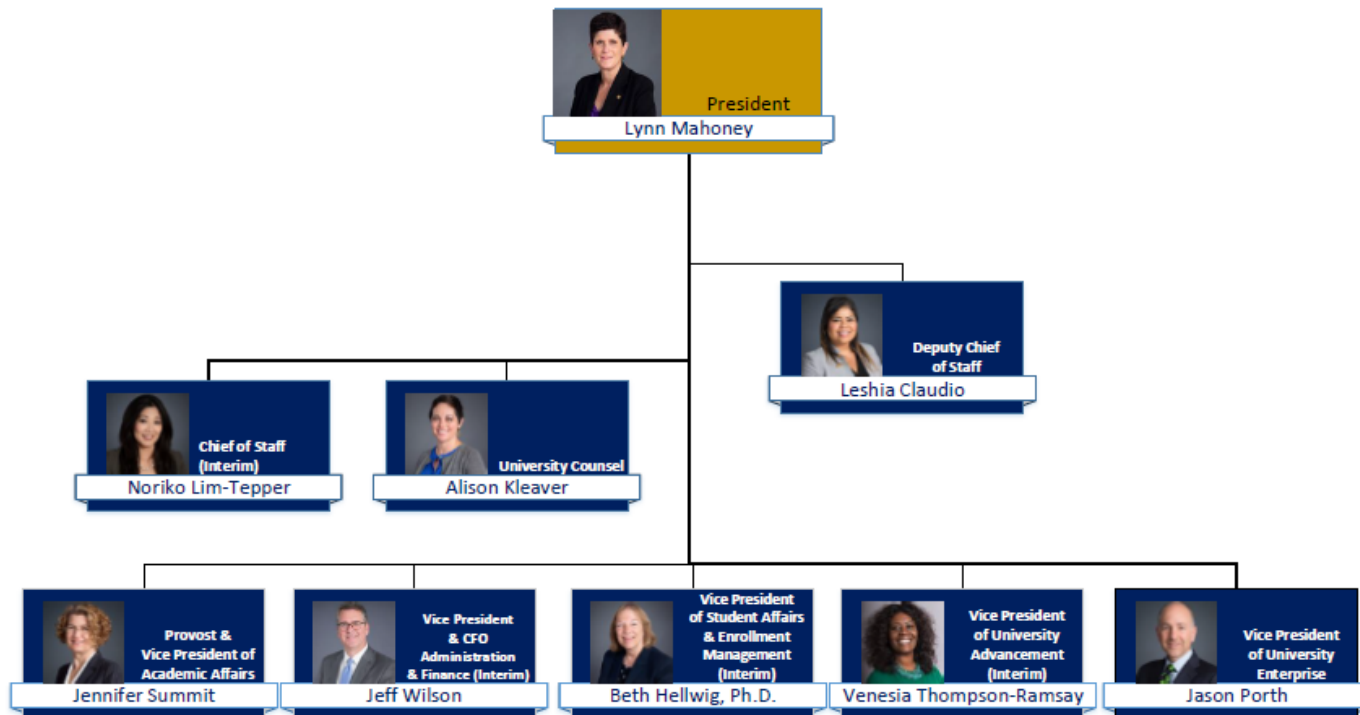
**State University Grant (SUG):** A grant program that provides need-based awards to cover a portion of the tuition fee for eligible undergraduate and graduate California residents who have an expected family contribution of \$5,000 or less.

**University Wide:** Resources essential to the operation of the campus and independent from any particular division's core activities such as benefits, utilities, risk pool, etc.

## APPENDIX B: ORGANIZATIONAL CHARTS

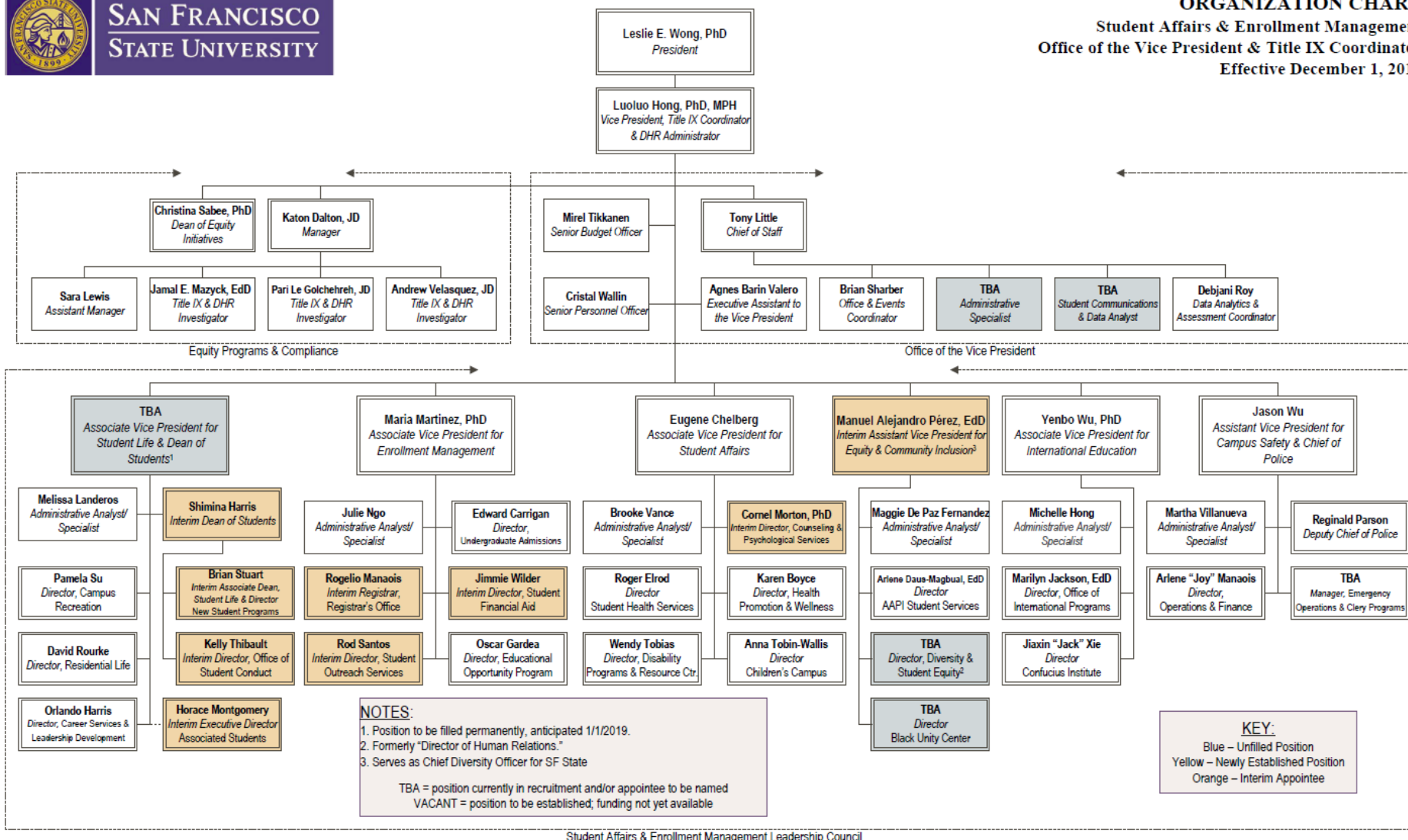
### San Francisco State University President's Cabinet Organizational Chart

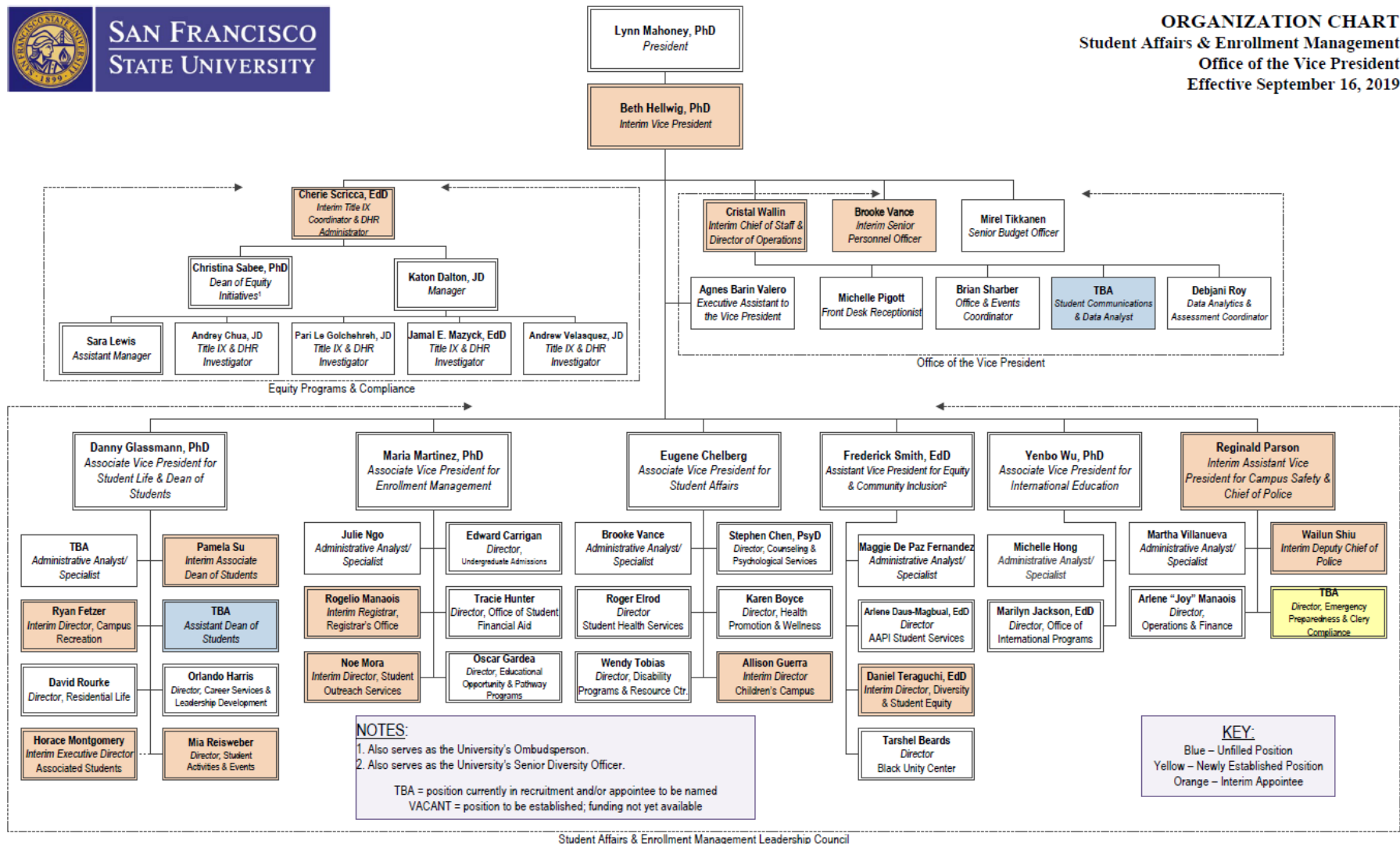
Updated 11/15/2019





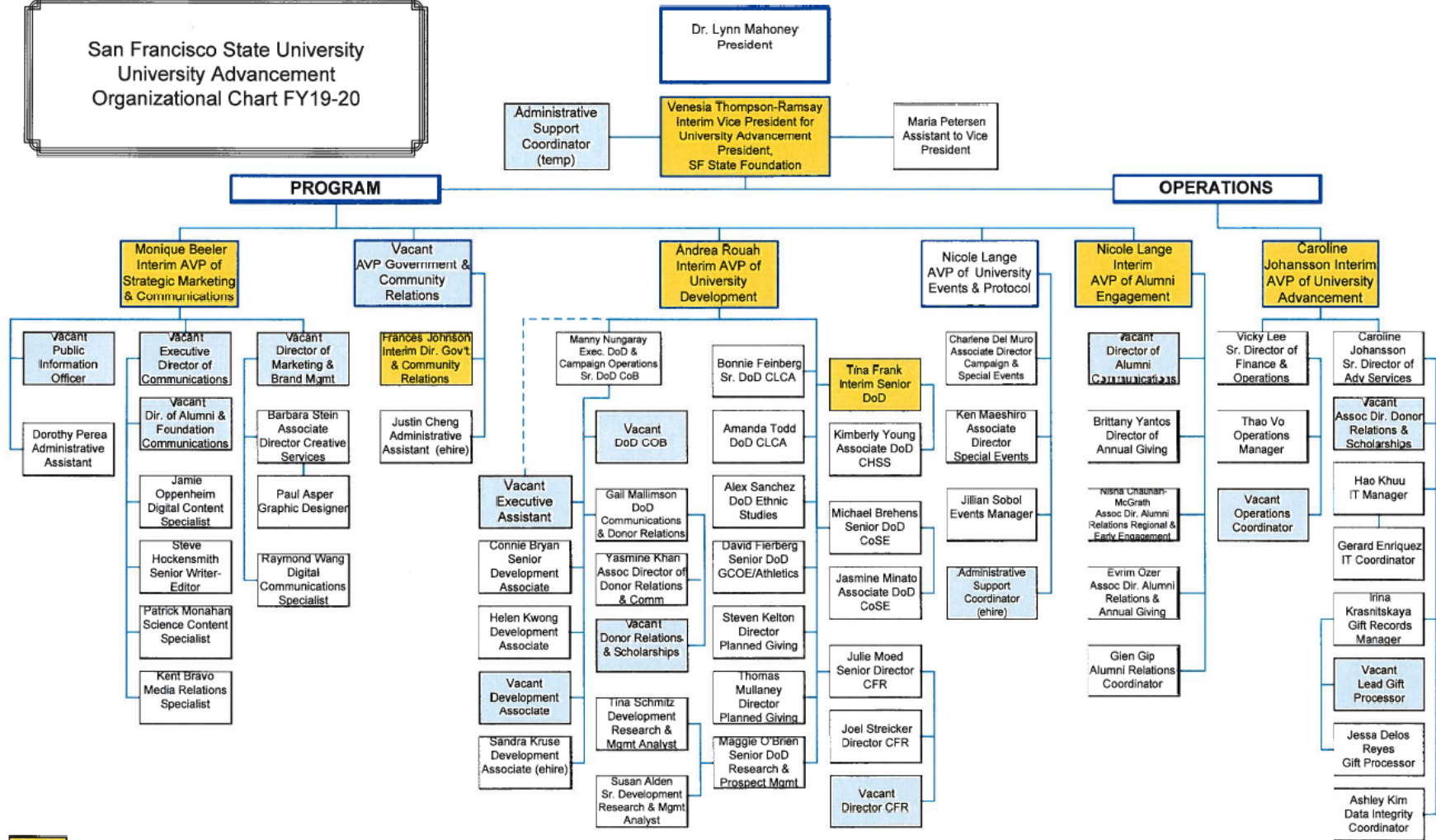
# **ORGANIZATION CHART** **Student Affairs & Enrollment Management** **Office of the Vice President & Title IX Coordinator** **Effective December 1, 2018**





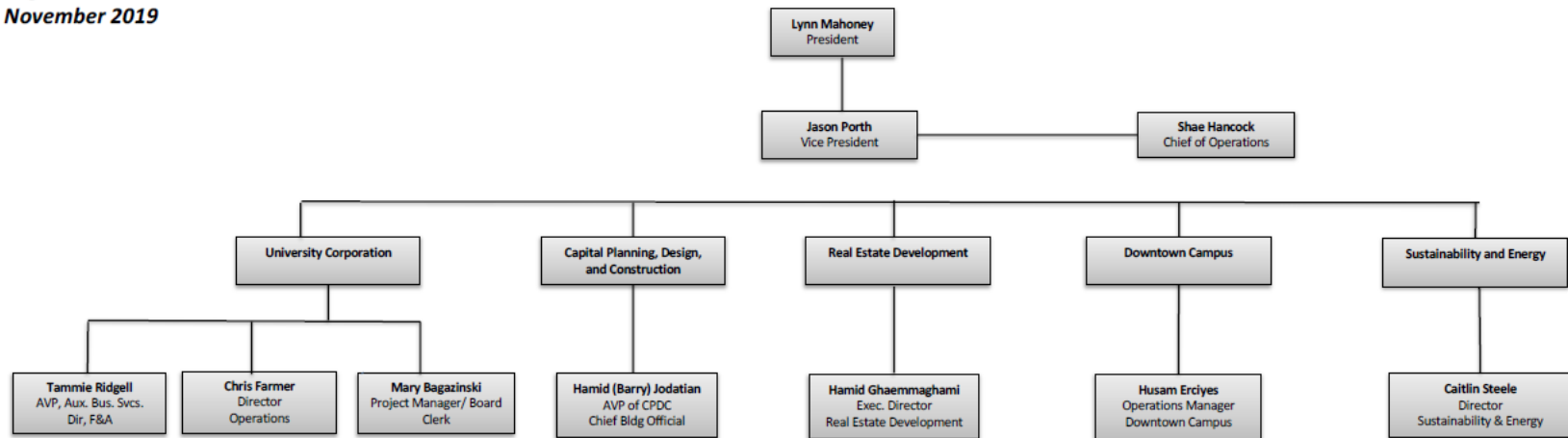


# San Francisco State University University Advancement Organizational Chart FY19-20





**University Enterprises  
Organizational Chart  
November 2019**





## FEEDBACK REQUEST

1. Was the information useful to you?
2. Is the report readable and easy to understand?
3. Was the report too long or too brief?
4. What additional information or data you would like to see published in the report?

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Thank you for helping us to serve you better!

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